KNOWLEDGE-DRIVEN AGRICULTURAL DEVELOPMENT PROJECT (KDAD) SEMI-ANNUAL WORKPLAN:

OCTOBER 2013–MARCH 2014

OCTOBER 2013

I. INTRODUCTION

The Feed the Future Knowledge-Driven Agricultural Development Project (FTF KDAD) is the mechanism that allows the Bureau for Food Security (BFS) to harness and share best practices, learning and evidence that it obtains from projects, research and innovation labs that it funds. We will also draw upon the learning and evidence obtained from other institutions active in food security to generate and share knowledge and host virtual and in-person forums that bring stakeholders together to build on that knowledge and generate new ideas. We will channel BFS' know-how through multimedia products to reach targeted audiences in new ways to facilitate the flow of Feed the Future (FTF) and BFS knowledge developed through research and experience. We will collaborate with BFS and the other project stakeholders: the Office of Learning, Evaluation and Research (PPL/LER) in the Bureau for Policy, Planning, and Learning and the Office of Microenterprise and Private Enterprise Promotion (E3/MPEP) in the Bureau for Economic Growth, Education and Environment to support PPL/LER's learning work streams and E3/MPEP's knowledge capture and dissemination of lessons learned, good practices in poverty analysis, and poverty alleviation programs through inclusive market development.

The FTF KDAD team will use an integrated management approach to combine the resources and expertise needed to seamlessly implement diverse program activities. The integration of knowledge management, communication and training portfolios, supported by our web development and assessment and learning teams will provide the professional resources needed to implement project activities in a manner that offers strategic insight on knowledge generation, capture and dissemination as well as the ability to flexibly respond to diverse, demand-driven requests from our stakeholders. A program manager will manage the relationship with each project stakeholder to ensure the project offers the services and support they require.

The project will embody the five FTF KDAD principles, including integration, collaboration and flexible, adaptable, and evidence-driven management. We will draw upon and integrate diverse sources of learning and curate and disseminate knowledge through project web sites, events, training, social media and the learning infrastructure of strategic communications, learning networks, communities of practices, and blended learning programs. The FTF KDAD team will always be a collaborative partner with our USAID stakeholders through our project Contracting Officer's Representative (COR), weekly check-in meetings and open communication channels. Our team will be flexible and adaptable to demand-driven requests from project stakeholders and will use adaptive management techniques to ensure we are able to make incremental changes in response to learning, feedback and our own assessments of the effectiveness of ongoing activities. Our approach to knowledge management, communications, training and learning will be driven by the information, data and evidence we will gather through implementation of our Performance Management, Monitoring and Evaluation Plan (PMMEP).

This first work plan of the FTF KDAD project has been prepared during a period of transition from the Knowledge-Driven Microenterprise Development (KDMD) project to FTF KDAD. The transition period is nearly complete and the FTF KDAD team is mobilizing to support the activity requests received from each project stakeholder, build upon the activities of KDMD, maintain the learning and communications infrastructure of the project, and to respond to emerging needs and requests for services. The work plan is organized by activities that support each project stakeholder. Our focus during this first six months of the project are to complete the transition and continuity activities, engage in strategy and scoping activities to clearly define strategies and tactics needed to implement our programs and to ensure that ongoing events and support continue without interruption.

The work plan is organized by activities that support each project stakeholder. Section II provides our activities in support of the Bureau for Food Security, subdivided by the knowledge management, communications and training portfolios, specific activities supporting Feed the Future and cross-portfolio activities; PPL/LER activities that support immediate needs and scoping discussions, which will evolve in an iterative manner; and MPEP activities, which will continue the work of KDMD and respond to a new MPEP strategy that will be implemented in the near future.; and finally, a description of FTF KDAD Assessment and Learning plans. Each element of Sections II–IV is divided into a narrative program description and a Gantt chart listing specific activities. Section V describes FTF KDAD's program management activities and Section VI presents a summary budget for the period. Attachment 2 displays a chart of all KDAD activities cross-referenced with their corresponding objectives. Once the work plan is approved, the summary budget will be converted into Insight's Transaction Management System, which allocates resources and costs by approved project tasks and detailed cost allocations per task.

II. FOOD SECURITY AND AGRICULTURE PROGRAM DESCRIPTION

The FTF KDAD project will expand upon activities implemented under the KDMD project to maximize the impact of the Bureau for Food Security's (BFS) investments to integrate knowledge sharing, learning, and improved communications across USAID, Feed the Future implementing partners, and the broader food security community.

Specifically, FTF KDAD activities will support the following objectives:

1. Extend BFS's understanding of, and contribution to, the areas of agricultural, rural development, and food security by promoting knowledge generation and sharing about linkages and best practices.
2. Delineate and develop state of the art approaches to learning, collaboration, knowledge management (KM), training and information technology, and develop activities and products to reflect these approaches.
3. Develop, maintain, upgrade, and expand websites, knowledge sharing platforms, and content to share new learning in different ways.
4. Conceptualize, develop, and disseminate information developed by and with BFS, the FTF Communications team, and their respective partners.
5. Facilitate the timely collection of FTF progress data and disseminate it to relevant stakeholders to build awareness of the Initiative's successes.
6. Promote collaboration among agriculture and food security practitioners, as well as FTF partners, to speed innovation and adoption of new learning and to strengthen partnerships across federal government agencies and external stakeholders to maximize coordination and quality of information.
7. Support the implementation of a strategic communications strategy that promotes agriculture-led economic growth best practices and conveys FTF strategy.
8. Monitor performance, assess impact, and adjust activities to improve results.
9. Contribute lessons learned to the broader fields of knowledge management, adult learning, and training.
10. Provide logistical assistance for meetings and events to aid BFS in delivering knowledge management, strategic communications, and training benefits to USAID and FTF.
11. Administer a grants-under-contract component.

Workplan activities have been organized by portfolio to denote which portfolio will lead implementation and management of activities. However, to promote an integrated knowledge management and sharing approach, the portfolios will work closely together on all activities. A separate Cross-Portfolio section has been created to denote activities that require significant input from multiple portfolios as well as Web Development and Assessing and Learning activities.

Knowledge Management

Planning

In the first six months of the FTF KDAD project, the KM Portfolio will support activities to contribute to the development of project-wide needs assessments and strategies for knowledge generation, exchange, curation, and dissemination. We will also identify opportunities for development of strategic programs that identify key areas of interest and need for stakeholders, especially USAID Mission and project implementation teams. Please see the "Cross-Portfolio" section below for more information.

The KM Portfolio will also work closely with the USAID KM Activity Manager to develop a strategy and a FY14 work plan for USAID/BFS-supported webinar groups as well as a FY14 work plan for GUC activities. Planning meetings will also be held to develop pipelines for ongoing events in FY14, including Ag Sector Council Seminars and Twitter Chats.

Activities

Seminars and Online Events
The FTF KDAD team will continue to implement the Ag Sector Council Seminars on a monthly basis. Depending on audience and objectives, seminars will be held in-person as well as include a webinar component. Ag Sector Council seminars for October and November 2013 will be webinar only. The FTF KDAD team will work closely with the BFS team to identify topics and speakers and will develop a pipeline for future events.

In addition to Ag Sector Council Seminars, the FTF KDAD team will support additional seminars/webinars or webinar-only events that are prioritized by BFS. During planning and scoping exercises, we will promote the development of strategic approaches to curate a series of activities that address key topics in food security programs. It has been budgeted for these additional events to occur every other month.

Twitter Chats will be resumed under the FTF KDAD project on a monthly basis starting in November. The FTF KDAD team, led by the KM Portfolio and supported by the Communications Portfolio, will work with BFS to identify topics and experts and will develop a pipeline for future events. The FTF KDAD team will also support one online discussion (in the format of an AgExchange or e-Consultation) during this reporting period. This discussion will take place on the Agrilinks platform.

Groups and Networks
The KM Portfolio will provide support to existing and new groups formed on the Agrilinks site. Within this work planning period, the KM Portfolio will conduct an assessment of existing Group resources. Many of these resources were originally developed under the KDMD project for the USAID Learning Lab website and can potentially be adapted to better suit the needs of Agrilinks users. As a result of this assessment, new resources to be created or adapted will be identified.

The FTF KDAD team will also continue to support activities to identify and support food security and agriculture networks. This will include continuation of KM4Ag stakeholder mapping and support to groups implementing webinars under USAID-funded mechanisms. Specific support will be defined following the cross-portfolio strategy sessions and needs assessment around knowledge curation, knowledge sharing, and stakeholder engagement (please see the Cross-Portfolio section below for more information).

In addition, the KM Portfolio, led by the FTF KDAD BFS Program Manager, will contribute to learning strategies and agendas for BFS and Feed the Future. This may involve participation in ongoing meetings, discussions, and working groups related to learning agendas.

Tools and Guidance Development
The KM Portfolio will continue to research and document best practices in KM and learning around food security and agriculture through the development of additional guidance briefs or other tools as identified. The KM Portfolio, along with the Communications Portfolio, will also take the lead on developing specific guidance as needed for event management to support BFS and Feed the Future's activities.

Agrilinks Content Management
The KM Portfolio will take the lead on curating content for the Agrilinks events, library, and activity pages. This will involve uploading upcoming event information and resources from USAID as well as other organizations as well as managing requests for new and existing activity pages.

Grants Under Contract
During this period, the FTF KDAD team will support the Grants Under Contract (GUCs) component of the project through the refinement of the grants manual (to be adapted from the KDMD grants manual) and the development of a Learning Networks manual outline (pending outcomes of planning meeting). An assessment of current best practices and guidance on learning networks will be conducted during this period from the KDMD project as well as from other external organizations facilitating learning networks.

Events

All events will be supported by the KM Portfolio as a cross-portfolio effort. Please see the "Cross-Portfolio" section below for more information.

Communications

Planning

In the first six months of the FTF KDAD project, the Communications Portfolio will support activities to contribute to the development of project-wide needs assessments and strategies for knowledge exchange, curation, and dissemination. Please see the "Cross-Portfolio" section below for more information.

In this period, the Communications Portfolio will also update the Agrilinks blog strategy developed under the KDMD project and develop a pipeline in coordination with BFS to complement this work. The team will work with FTF Communications team members to assess a variety of their current activities, such as web content management, social media maintenance, outreach lists, and marketing materials. The Communications Portfolio will also help strengthen FTF's planning capabilities by discussing and recommending ways to streamline the process of integrating new data across various channels and to consolidate editorial calendars, content queues, and other workflow processes. Finally, the Communications Portfolio, along with the KM Portfolio, will explore new post-event products (such as podcasts) to pilot with selected BFS and partner activities.

Activities

Engagement and Outreach

Communication and outreach will continue during this period through Agrilinks' Twitter, Facebook, and LinkedIn accounts as well as through in-person events. The Communications Portfolio will also backstop the FTF Communications team in maintaining FTF social media accounts while strengthening connections between FTF and other BFS partners.

Newsletter

The eUpdate newsletter will be published on a bi-monthly basis. It will contain key information, primarily gathered from the Agrilinks website, which will showcase the latest in agricultural development. The Communications Portfolio will also backstop the FTF Communications team in producing the monthly FTF newsletter as requested.

Design and Editing

The Communications Portfolio will take the lead on all design and editing requests for the BFS program including both print and electronic collateral, guidance briefs, reports, and other products. Existing program collateral will also be updated during this period. When new branding guidelines for FTF-funded projects are released, the Communications Portfolio will update relevant program materials and work with the FTF Communications team on a rollout plan to clearly communicate branding changes to stakeholders.

Web Content Management

The Communications Portfolio will lead the development and curation of Agrilinks' blog series and review and publish user-submitted content. The team will also maintain the Agrilinks' media gallery by uploading new videos and post-event products as needed. The Communications Portfolio, in conjunction with web development specialists, will work with the FTF Web Manager to design and enhance sections of the website as well as produce, edit, and publish new content as requested.

Videos and Multimedia

The Communications Portfolio, along with the KM Portfolio, will continue to produce videos for the Video Notes and KM Insights series. Video Notes will feature experts in food security and agriculture while KM Insights will feature experts in learning and knowledge sharing. One video for each series will be produced per month along with an accompanying blog post on Agrilinks. In addition to video production, the FTF KDAD team will also explore other multimedia products including podcasts and Prezis.

Events

All events will be supported by the Communications Portfolio as a cross-portfolio effort. Please see the "Cross-Portfolio" section below for more information.

Training

Planning

In the first six months of the FTF KDAD project, the Training Portfolio will support activities to contribute to the development of project-wide needs assessments and strategies for knowledge exchange, curation, and dissemination. Please see the "Cross-Portfolio" section below for more information.

Also during this period, the Training Portfolio will work with the USAID BFS FTF KDAD Training Manager to develop a schedule for upcoming BFS courses for 2014 and 2015. This information will be consolidated and shared with USAID Missions as part of a comprehensive training support strategy. The FTF KDAD team will explore channels for sharing training information out to a larger audience, potentially through the Agrilinks platform.

The Training Portfolio will also take the lead in reviewing and providing recommendations on a training needs assessment currently in draft form.

Activities

In-Person Trainings
The FTF KDAD project will provide extensive support to three in-person courses during this period:

- Local Capacity Building
- Advanced Ag Core Course
- Water Smart Food Security

For these courses, the Training Portfolio will take the lead on designing and developing the structure and content for the course, providing logistical support, implementing the training, capturing key content, and providing post-event support. Specifically for the Advanced Ag Core Course, the Training Portfolio will work with the KM and Communications Portfolios to produce a video interview for the Ag Market session. The Training Portfolio will work closely with the Assessing and Learning Portfolio in the development of surveys and evaluations for the courses.

In addition to the courses listed above, the Training Portfolio will also provide limited support to a Cost Benefit Analysis (CBA) course in December 2013 and to a Business and Enabling Environment course that will be held in March/April 2014.

Cross-Portfolio

Planning

In the first six months of the project, the FTF KDAD team will organize and facilitate strategy and planning sessions with BFS (and other stakeholders as identified) to conduct a needs assessment around knowledge curation, knowledge sharing, and stakeholder engagement. These sessions will help to provide information on the following questions:

- Who are BFS and Feed the Future's key stakeholders?
- What kinds of information do these stakeholders need?
- Who is producing this information and where can it be located?
- Where can linkages be drawn between stakeholders?
- What are the best ways to capture and disseminate this information to the stakeholders?

Outputs from these sessions will include a FTF KDAD stakeholder and audience map that clearly demonstrates knowledge flows around USAID and Feed the Future's food security and agriculture activities. Based on this map, a strategy outlining FTF KDAD knowledge generation, capture and sharing activities will be produced as a part of a larger strategy that includes stakeholder engagement. We will explore opportunities to strategically integrate KM, communications and training activities along key themes identified in the mapping exercise. We will also link these activities to learning strategies emerging from the PPL programs. This strategy will be revisited and updated on a regular basis as needed to ensure that FTF KDAD activities continue to meet the objectives and reach the intended audiences of BFS and Feed the Future.

Activities

Web-Agrilinks
The FTF KDAD Web team will provide comprehensive support to the Agrilinks website and to all program activities during this period. Support includes regular site monitoring and quality assurance (QA) checks.

In addition, the Web team will take the lead on creating new features for Agrilinks and refining existing features. These include:

- Develop and launch the library quiz
- Enable the "follow" feature for Agrilinks users
- Migrate remaining material from Agrilinks 1.0 to the Agrilinks 2.0

Web-Feed the Future

The FTF KDAD team will provide support to fix immediate problems on the FTF website, continue customized web development support to improve its look and functionality, and provide ongoing QA monitoring. The team will also lead discussions on gathering requirements for new features and upgrades, such as the integration of custom information blocks that provide related information, web-friendly designs for reports and other larger projects, enhanced video capabilities, among other requests.

Events

The FTF KDAD team, as part of a cross-portfolio effort, will provide scoping, logistical, communications, implementation, and capture support to upcoming events prioritized by BFS including:

- Three Global Learning and Evidence Exchange (GLEE) events (December 2013, January and February 2014)
- Feed the Future Conference (late February/early March 2014)
- GWU Planet Forward Forum (October 2013)
- International Conference on Nutrition (November 2013).

Specific scopes of work will be developed for these events as well as any additional events that require FTF KDAD support.

Feed the Future Global Conference

The U.S. Government's Global Hunger and Food Security Initiative Feed the Future represents a US$3.5 billion commitment over three years to a global effort to transform lives toward a world where people no longer face extreme poverty, undernutrition, and hunger. As the lead agency, USAID convenes stakeholders with agricultural, trade, investment, development and policy resources and expertise across 10 federal agencies. The Communications Team that supports Feed the Future is engaged in a wide variety of knowledge sharing activities. It is charged with maintaining the official website, www.feedthefuture.gov, producing newsletters, managing social media, organizing events, working with the press, and leveraging partnerships both inside and outside the government, among many others tasks.

The Feed the Future Global Conference is currently scheduled for the second week of May. FTF KDAD has been requested to support the planning and logistics of this conference. This will be a priority activity for the project and the FTF KDAD team will focus significant resources on the planning and implementation of this activity. The exact role FTF KDAD will provide is still under discussion but FTF KDAD is planning on a significant role. While the run-up to the actual event will occur beyond the time horizon of this semi-annual work plan, the project will form a core planning team to organize and support this effort. The planning team will have priority access to project time and resources and we will evaluate the need and timeframe to hire temporary resources for event planning, logistics and support for the event. It is difficult to project exactly the impact of this event on the project, but the activities in this work plan have been developed considering the

impact of the event. If our role is more time consuming than previously envisioned, we may need to revisit or delay some activities to ensure we are able to prioritize the Global Conference.

Assessment and Learning

PMMEP Development

FTF KDAD requires that a Performance Management Monitoring and Evaluation Plan (PMMEP) be submitted within 90 days after the effective date of the award, December 31. FTF KDAD will develop the PMMEP in accordance to the Agency Guidelines, specifically those provided by ADS Chapter 203 and the supporting TIPS sheets.

FTF KDAD has 12 overall objectives. With this diverse array of objectives, the development of the PMMEP requires working sessions both internally within FTF KDAD and with the BFS Program Managers to harmonize our understanding of the definition of each objective and how they fit into the larger vision of the project, planned programs activities and anticipated results. Attached is an illustrative chart matching activities to objectives (See Attachment 2), but the after work plan approval, a PMMEP working group, comprised of Assessing and Learning (A&L) team members, Portfolio Managers and the Chief of Party will be established to develop a Results Framework to be shared with the COR. Questions of clarification will also be provided to ensure our interpretation of the stated objectives matches that of the BFS office.

After the results framework is established, the A&L Specialist will develop initial indicators to be vetted by both the internal PMP working group and BFS. These indicators will include precise definitions, units of measure, data disaggregation all in compliance with the ADS. With vetting complete, the A&L portfolio will use KDMD and key stakeholder interviews with other KM projects to establish baselines and targets for the indicators, all of which will be submitted for comments in the PMMEP by December 31, 2013. A more detailed Gantt chart can be found in Section.

Additional Activities

With a PMMEP in place, the A&L team will calibrate data collection tools to effectively capture the indicators created. This might include redesigning surveys and putting protocols in place for KM participant follow-up. The A&L team will also design a data management procedure that will centralize indicators and offer an accurate snapshot of the project's progress thus far.

With these measures in place, the A&L team will support all program activities during this period through indicator tracking, activity reporting, and activity review. The A&L team will work closely with other Portfolios to develop tools and analyze information obtained from surveys and evaluations.

Development Objective	Program Activities	Portfolio Support					Assumptions	Deliverables	Expected Results
	Bureau for Food Security	**ALT**	**A&L**	**Com**	**KM**	**Web**			
	Communications								
	Planning								
	Agrilinks								
2, 4,7	Explore new post-event products			x	x	x	KDAD will report requirements, feasibility, rollout plan with USAID	Requirements document, rollout plan	Innovative new products for knowledge sharing are produced and accessed by key stakeholders
4, 7	Develop strategy for Agrilinks blogs			x	x		Blog series launched under the KDMD project will continue under the KDAD project; input received from USAID BFS.	Revised blog strategy	Blogs are regularly produced on relevant topics to BFS and viewship increases
	Develop strategy for Agrilinks blogs								
	Feed the Future								
	Lead planning/scoping meetings to further identify FTF needs, opportunities			x			These meetings would be conducted in addition to overall engagement discussions involving both FTF and BFS	Scoping documents for key activities	
8?	Conduct assessments:			x					Actionable recommendations for an FTF comms strategy
4	*Marketing materials*			x			KDAD to provide recommendations for additional materials, if necessary	Updated collateral, recommendations for new materials	
3	*Web taxonomy*			x		x	USAID to identify themes, work with KDAD to revisit info architecture	Updated taxonomy, transition plan for updates	
7	*Social media*			x			KDAD to review existing channels, recommend options for enhancements/ongoing KDAD support	Recommendations document	
7	*Outreach lists*			x			USAID to provide KDAD with outreach lists, will be reviewed in tandem with stakeholder mapping exercise	Updated outreach lists	
	Review strategic communications plans			x					
3,4	Conduct web product inventory			x		x		List of areas that need to be cleaned, reorganized, or expanded	number of resources, number of updated files rerouces
	Activities								
	Agrilinks								
4	Update Agrilinks collateral			x				All updated materials (print and electronic)	number of views, number of physical collateral distributed
7	Maintain Agrilinks social media platforms			x		x		Regular metric reports	number of followers and shares outside of network
4,7	Produce eUpdates			x			Need clarification from USAID on email marketing software, will formalize an editorial calendar in conjunction with USAID	Completed, bimonthly e-newsletter; editorial calendar	Mailing list number, number of views, number of clicks (Mailchimp Analytics)
3	Provide general design support			x					
4,7	Curate and produce Agrilinks blog series			x	x	x	Will revisit blog strategy, review frequency, generate content pipeline in conjunction with USAID	Content pipeline	Number of views, references/mentions on other sites
4,7	Produce Video Notes			x	x		Topics to be identified with USAID	5 videos with companion blogs	Number of views, references/mentions on other sites
4,7,9	Produce KM Insights videos			x	x		Topics to be identified with USAID	5 videos with companion blogs	Number of views, references/mentions on other sites
3,4	Manage Agrilinks Media Gallery			x					
	Feed the Future								

7	Support newsletter production			x			KDAD will work with Jessica depending on her needs each month		newsletter audience size, opens, and clicks
7	Advise on strategic messaging			x					
3	FTF Website content management support:			x		x	USAID to provide guidance on priority content areas for support		page views, user surveys appreciating the site, referrals from other sites
3,4	Write/publish blog posts			x	x				
3,7	Social media maintenance			x	x				
3	Static text/help text			x		x			
3,7	Design for Newsletter page, Progress page			x		x			
3	Support usaid.gov Ag page maintenance			x					
1,7	Update factsheets			x			An initial round of updates will be done, while a streamlined process for updating data in the future will be developed separately	Updated factsheets	views, referrals
7,9	Organize/support FTF roadshows			x			USAID to identify which events require roadshow support, what kind of support is needed (materials preparation, venue setup, in-person representation, etc.)		number attended, contacts made, would it be possible to have number you reached while there?
4,7	Support CSO Call & Response campaign	x		x	x		To be defined with USAID	Visioning document, agenda, meeting facilitation, meeting capture, as requested	
7	Develop Branding Guidelines rollout plan			x			USAID to provide timeline of new branding requirements	Rollout plan document	
4,7	Respond to general requests: graphic design, editing, content generation, social media maintenance			x					
Events									
	All events will be a cross-portfolio effort (please Cross-Portfolio section below)								
Knowledge Management									
Planning									
5, 7, 11	Develop pipeline for FY14 Ag Sector Council seminars					x	KDAD will work closely with BFS Activity Lead to identify topics and presenters	Editable pipeline for events	
5, 9, 7, 11	Develop pipeline for FY14 Twitter Chats			x		x	KDAD will work closely with BFS Activity Lead to identify topics and experts	Editable pipeline for events	
2, 9, 5	Develop a strategy and workplan for BFS webinar group for FY14					x	The KDAD project will continue to support activities among projects implementing webinars and funded by USAID	FY14 workplan and strategy for webinar group.	
2, 5, 12	Facilitate planning sessions with USAID KDAD GUC Manager to develop a FY14 workplan					x	KDAD GUC activities will begin in FY14.	FY14 workplan and strategy for GUCs	
	Please see Cross-Portfolio section below for more activities								
Activities									
5,7,11,	Implement Ag Sector Council Seminars		x	x	x	x	BFS to provide seminar topics and identify presenters; in-person meeting space is available; Adobe Connect is available for webinar portion	Activity report, webinar recording/screencast, transcript, audio, greenroom interview(s), PPT presentations, blog post	Increasing numbers of participants, higher numbers of returning attendees, and more participation from key stakeholder as identified from the BFS comms strategy. User perception of usefulness, and when appropriate, metric to capture linkages made over topics or knowledge application later on.
5,7,11	Implement special seminars/webinars		x	x	x	x	BFS to provide seminar topics and identify presenters; in-person meeting space is available; Adobe Connect is available (if webinar)	Activity report, webinar recording/screencast, transcript, audio, greenroom interview (if applicable), PPT presentations	
5,9,7,11	Implement #AskAg Twitter Chats		x	x	x		BFS to identify topic and help to identify experts	Activity report, Storify feed, Keyhole stats, blog post	Inc in Twitter following numbers (Kred Scores), retweets etc.
5	Implement AgExchanges/eConsultations		x	x	x	x	BFS to identify topic and identify facilitators	Activity report, blog posts of summaries for each day	Contextualized to specfic objective of AgExchange. Generally, number of participants, number of key stakeholders, the amount of comments and any learning applied afterwards.
3,5	Provide support to existing Groups on Agrilinks				x	x	BFS helps to prioritize level of support to groups	Group activity, troubleshooting assistance	Participating members, numbers in group, learning application that occurs

3,5	Provide support to new Groups on Agrilinks				X	X	BFS helps to identify new groups and helps to priorize level of support	Sharing of available group resources with facilitators, introductory call/meeting with group facilitator, troubleshooting assistance	Number of new groups established, participating members, level of communication
5,10	Assessment of resources for Agrilinks Groups		X	X	X		Will build off of resources developed under KDMD for PPL Bureau	List of all existing resources for Agrilinks groups and identification of new resources	
2,9,5	Support to BFS webinar group		X	X	X		BFS helps KDAD to define level of support.	Deliverables dependent on level of support provided.	emergence of best practices, qualitative measures of learning
2	Contribute to BFS's learning strategies and FTF learning agenda				X		KDAD representatives will participate in discussions, working groups, and stakeholder meetings related to BFS/FTF learning agenda	Input on BFS/FTF learning agenda	
2, 4,7	Write and produce KM guidance briefs			X	X		BFS helps to priorize topics for briefs; format of briefs is similar to briefs completed under KDMD	Two guidance briefs	Views, Instances of Knowledge Application
3,7	Manage Agrilinks Events, Library, and Activity Pages				X		Information for pages is provided by BFS and others.	Current Agrilinks pages updated and maintained; new pages created	positive feedback on logistics
	Feed the Future								
11	Event management guidance			X	X				
12	**GUCs**								
12	Update grants manual		X	X	X		Information is adapted from KDMD grants manual	Updated manual	Usefulness indicated by users
2,5,12	Develop outline for a Learning Networks manual		X	X	X		Will utilize information KDMD learning netw	Research and outline for manual	Usefulness indicated by users
	Events								
	All events will be a cross-portfolio effort (please see below)								
	Training								
	Planning								
6,8	Establish a 2014/15 design and implementation schedule for BFS' current and planned portfolio of courses	X						2-year training schedule	2-year training schedule
6,8	Review and provide recommendations on a draft of a training needs assessment	X	X					Revised Needs Assessment Survey	Valuable user data to inform development of future BFS trainings
2,3,6,	Scoping of integration of training materials on Agrilinks	X	X			X	Sufficient demand from BFS	Training space on Agrilinks	User visits to training pages, number of clicks, etc.
	Activities								
6	Support Delivery of December CBA course; logistics, evaluation	X						In-person course	Usefullness of course as indicated by event surveys. Past Participants indicate using knowledge in the field. Possibly a pre/post design of measuring knowledge gained?
11	*-Support logisitical arrangement*	X							
8	*-Provide evaluation survey development and synthesis*	X	X	X					
6	Develop and deliver Local Capacity Building course	X					Timing will need to be clarified	In-person course	Usefullness of course as indicated by event surveys. Past Participants indicate using knowledge in the field. Possibly a pre/post design of measuring knowledge gained?
6	*-Design & Develop course*	X							
11	*-Provide logistical arrangements (including materials and evaluations)*	X							
6	*-Implement training*	X							
8	*-Post training support (evaluation synthesis)*	X	X						
6	Develop and deliver Ag Core Course (advanced version)	X	X	X	X			In-person course	Usefullness of course as indicated by event surveys. Past Participants indicate using knowledge in the field. Possibly a pre/post design of measuring knowledge gained?
6	*-Design & Develop course*	X							
11	*-Provide logistical arrangements (including materials and evaluations)*	X							
6	*-Implement training*	X							
8	*-Post training support (evaluation synthesis)*	X		X					
6	Support Design and Delivery of Water Smart Food Security course	X		X				In-person course	Usefullness of course as indicated by event surveys. Past Participants indicate using knowledge in the field. Possibly a pre/post design of measuring knowledge gained?
6	*-Design & Develop course*	X							

#	Activity						Notes	Deliverable	Outcome
II	*-Provide logistical arrangements (including materials and evaluations)*	X							
6	*-Implement training*	X							
8	*-Post training support (evaluation synthesis)*	X							
6	Minimal support to the Business and Enabling Environment course	X							
4,6	Produce a video interview for the Ag Market session for the Advanced Ag Core Course	X		X	X		Timing will need to be clarified	Video interview	Useful learning tool for Ag core course
	Support to FTF Conference	X	X	X	X	X			
	-Scoping needs; aligning resources	X	X	X	X	X			
	-Logistical support/planning	X	X	X	X	X			
Cross-Portfolio									
Planning									
1, 2	Facilitate strategy sessions and a needs assessment around knowledge curation, knowledge sharing, and stakeholder engagement	X	X	X	X	X	KDAD will server as the curator for technical knowledge for BFS and FTF; BFS will help to identify internal stakeholders to be a part of the strategy sessions	Draft of strategy for knowledge curation, knowledge sharing, and stakeholder engagement for BFS and FTF	
Activities									
Agrilinks									
3	Website maintenance					X			Site updated regularly, modules updated as needed
3	QA					X			
3	Migration of materials from Agrilinks 1.0 site					X	Add users to previous AgExchanges without sending them notifications.		Complete migration of 1.0 into 2.0
3,5	Enhanced Agrilinks profiles (follow other users)					X	This was mostly ineffective on KDID, so we should examine the need/ways to make it useful.	Rating/feedback mechanism	Impoved usage of function.
2,3	Library quiz			X	X	X	Functionality meets desired request	Quiz	# of Members take and submit quiz
Feed the Future									
3	*FeedTheFuture.gov High-Priority Fixes*					X			once major fixes are established, can check Google analytics to see if fixed has increased traffic or other web stats
3	PPOE and private sector hub fixes and updates					X		Updated PPOE and private sector sections	
3	Fix filters throughout site					X		Enhanced filtering	Users able to filter more effectively
3	Get site up-to-date: Add Commerce logo, add block quotes to CSS, fix photo captions on featured photos, Format View all button on country pages news feeds, make numbered bulleted lists indent in Articles					X		Updated site	Updated site
	FeedTheFuture.gov Web Development								
3	Add schedule/Workflow modules					X	Discuss requirements/do needs assessment	Enabled modules, if needed	Worklfow in place
3	Launch Hub (OMB#/filters)					X	Work with Zaloni/Free Range to figure out why the submit button on the form does not work.	Functioning submit script	Decision tree live and fully functional
3	Develop explorer tool on Private Sector Hub					X	Need clarity on what this entails	TBD	
3	Add disclaimer for external links					X	Enable external events module; plug in text		Text in a modal pop up warning people they are leaving the FTF site
3	Liaise with CIO on contact form					X	Resolve why webforms aren't submitted to FTF inboxes		FTF able to recieve webform submissions
3	Fix breadcrumbs on website					X	Discuss where issues are. Could just be matter of expaining the navigation and how breadcrumbs work in a customized template	Updated breadcrumbs	
3	Discuss possible interim Intranet solution (needs scoping)					X	Need clarity on what this entails	TBD	
3	Discuss web 3.0 requirements					X	Needs assessment	TBD	
3	Make site more federal friendly					X	Need to explore open data files	New site map and FAQs	
3	Evaluate usability and 508 compliance, make updates					X		Improved usability and 508 compliance	Improved usability and 508 compliance
3	Refresh Home page					X		Refreshed Home page	
3	Update Newsletter page with new design					X		Redesigned Newsletter	
3	Update featured landing pages					X		More prominent landing pages	
3	Redesign Progress page (per SPPM wishes and user needs)					X		Redesigned Progress page	
3	Update Country pages					X		Updated Country pages	
3	Add Opportunities node/block with information on current RFPs, procurements, student opportunities, etc.					X		Functioning Opportunities block	

#	Task					Notes	Output	Outcome
3	Refresh News & Events				X	Needs assessment	Updated News & Events page	
3	Provide support for progress reports/other big products that include a web display				X		Enhanced Progress report display	
3	Update infographic for approach page				X		Add updated image to Approach page	
3	Move blog to own content type with enhanced functionality for multimedia content, social sharing and comments				X		New blog content type	New blog content type
3	Include ability to add non-YouTube videos				X		Ability to add non-YouTube videos	Site plays/launches non-YouTube videos
3	Explore modules that could enhance site visuals, functionality, etc.			X	X	Needs assessment	Installed and enabled modules as needed	
3	Redesign focus areas and expanded info/pages on each			X	X	Needs assessment	Redesigned focus areas and expanded info/pages	
3	Refresh Research page (as requested by ARP)				X	Needs assessment	Updated Research page	
3	Develop Partner with Us landing page				X		New landing page for Partner With Us	
8	Streamline data collection			X				data collection becomes more timely and comprehensive
3	QA support				X		Resolved issues	
3	Ongoing support for fixes, changes, security updates, server hosting, Drupal updates, domain name renewal, etc. (someone to manage the IT aspects of the website)				X		Provide ongoing support (updates, server hosting, etc.)	
	Assessing and Learning							
8	Indicator Tracking and Activity Reporting		X					
8	Conduct After Action Reviews (AARs)		X					
	Events							
11	GLEEs		X	X	X	Will provide minimal support to Dec and Jan GLEEs and possibly more support for the Mar GLEE. Roles and responsibilities to be defined at a later date.	TBD	
11	FTF World Conference		X	X	X	Specific roles and responsibilities TBD.	Dependent on roles and responsibilities for event.	
11	GWU Planet Forward Forum			X			This event simply requires someone to transport materials and keep an eye on the booth. Will need support for setup and breakdown.	
4,7	International Conference on Nutrition (FTF/BFS), content capture/reporting			X	X	Requires travel to FAO in Rome (2 people), outputs could benefit FTF and BFS (similar support was provided by KDMD in the past)	Video interviews, live social media reporting, blog article compendium, photo slideshows, sharing event resources, Q&As, marketing for FTF/BFS, etc., as requested	
11	Other events		X	X	X	Roles and responsibilities to be defined at a later date.	TBD	

Development Objective	Program Activities	Oct Wk1	Oct Wk2	Oct Wk3	Oct Wk4	Nov Wk1	Nov Wk2	Nov Wk3	Nov Wk4	Dec Wk1	Dec Wk2	Dec Wk3	Dec Wk4	Jan Wk1	Jan Wk2	Jan Wk3	Jan Wk4	Feb Wk1	Feb Wk2	Feb Wk3	Feb Wk4	Mar Wk1	Mar Wk2	Mar Wk3	Mar Wk4
	Bureau for Food Security																								
	Communications																								
	Planning																								
	Agrilinks																								
2, 4,7	Explore new post-event products									▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓					
4, 7	Develop strategy for Agrilinks blogs																								
	Develop strategy for Agrilinks blogs																								
	Feed the Future																								
	Lead planning/scoping meetings to further identify FTF needs, opportunities					▓																			
8?	Conduct assessments:																								
4	Marketing materials						▓																		
3	Web taxonomy									▓	▓														
7	Social media													▓	▓										
7	Outreach lists									▓	▓	▓													
	Review strategic communications plans																								
3,4	Conduct web product inventory					▓																			
	Activities																								
	Agrilinks																								
4	Update Agrilinks collateral					▓																			
7	Maintain Agrilinks social media platforms	▓				▓				▓				▓				▓				▓			
4,7	Produce eUpdates	▓				▓				▓				▓				▓				▓			
3	Provide general design support	▓				▓				▓				▓				▓				▓			
4,7	Curate and produce Agrilinks blog series	▓				▓				▓				▓				▓				▓			
4,7	Produce Video Notes	▓								▓								▓				▓			
4,7,9	Produce KM Insights videos	▓								▓								▓				▓			
3,4	Manage Agrilinks Media Gallery	▓				▓				▓				▓				▓				▓			
	Feed the Future																								
7	Support newsletter production					▓				▓								▓				▓			
7	Advise on strategic messaging	▓				▓				▓				▓				▓				▓			
3	FTF Website content management support:																								
3,4	Write/publish blog posts	▓				▓				▓				▓				▓				▓			
3,7	Social media maintenance	▓				▓				▓				▓				▓				▓			
3	Static text/help text	▓				▓																			
3,7	Design for Newsletter page, Progress page	▓				▓				▓				▓				▓				▓			
3	Support usaid.gov Ag page maintenance	▓				▓				▓				▓				▓				▓			
1,7	Update factsheets	▓				▓				▓				▓				▓				▓			
7,9	Organize/support FTF roadshows					TBD																			
4,7	Support CSO Call & Response campaign									▓															
7	Develop Branding Guidelines rollout plan													▓											
4,7	Respond to general requests: graphic design, editing, content generation, social media maintenance					▓				▓				▓				▓				▓			
	Events																								
	All events will be a cross-portfolio effort (please Cross-Portfolio section below)																								
	Knowledge Management																								
	Planning																								
5, 7, 11	Develop pipeline for FY14 Ag Sector Council seminars		▓	▓																					
5, 9, 7, 11	Develop pipeline for FY14 Twitter Chats		▓	▓																					
2, 9, 5	Develop a strategy and workplan for BFS webinar group for FY14		▓																						
2, 5, 12	Facilitate planning sessions with USAID KDAD GUC Manager to develop a FY14 workplan		▓																						
	Please see Cross-Portfolio section below for more activities																								
	Activities																								
5,7,11,	Implement Ag Sector Council Seminars	▓				▓												▓				▓			
5,7,11	Implement special seminars/webinars					▓				▓															
5,9,7,11	Implement #AskAg Twitter Chats									▓								▓				▓			
5	Implement AgExchanges/eConsultations															▓									
3,5	Provide support to existing Groups on Agrilinks	▓				▓				▓				▓				▓				▓			
3,5	Provide support to new Groups on Agrilinks	▓				▓				▓				▓				▓				▓			
5,10	Assessment of resources for Agrilinks Groups	▓																				▓			
2,9,5	Support to BFS webinar group													▓											
2	Contribute to BFS's learning strategies and FTF learning agenda									▓												▓			
2, 4,7	Write and produce KM guidance briefs	▓								▓												▓			
3,7	Manage Agrilinks Events, Library, and Activity Pages	▓				▓				▓				▓				▓				▓			
	Feed the Future																								
11	Event management guidance																								
12	**GUCs**																								
12	Update grants manual					▓	▓																		
2,5,12	Develop outline for a Learning Networks manual																								

Code	Task
	Events
	All events will be a cross-portfolio effort (please see below)
	Training
	Planning
6,8	Establish a 2014/15 design and implementation schedule for BFS' current and planned portfolio of courses
6,8	Review and provide recommendations on a draft of a training needs assessment
2,3,6,	Scoping of integration of training materials on Agrilinks
	Activities
6	Support Delivery of December CBA course; logistics, evaluation
11	-Support logisitical arrangement
8	-Provide evaluation survey development and synthesis
6	Develop and deliver Local Capacity Building course
6	-Design & Develop course
11	-Provide logistical arrangements (including materials and evaluations)
6	-Implement training
8	-Post training support (evaluation synthesis)
6	Develop and deliver Ag Core Course (advanced version)
6	-Design & Develop course
11	-Provide logistical arrangements (including materials and evaluations)
6	-Implement training
8	-Post training support (evaluation synthesis)
6	Support Design and Delivery of Water Smart Food Security course
6	-Design & Develop course
11	-Provide logistical arrangements (including materials and evaluations)
6	-Implement training
8	-Post training support (evaluation synthesis)
6	Minimal support to the Business and Enabling Environment course
4,6	Produce a video interview for the Ag Market session for the Advanced Ag Core Course
	Support to FTF Conference
	-Scoping needs; aligning resources
	-Logistical support/planning
	Cross-Portfolio
	Planning
1, 2	Facilitate strategy sessions and a needs assessment around knowledge curation, knowledge sharing, and stakeholder engagement
	Activities
	Agrilinks
3	Website maintenance
3	QA
3	Migration of materials from Agrilinks 1.0 site
3,5	Enhanced Agrilinks profiles (follow other users)
2,3	Library quiz
	Feed the Future
3	*FeedTheFuture.gov High-Priority Fixes*
3	PPOE and private sector hub fixes and updates
3	Fix filters throughout site
3	Get site up-to-date: Add Commerce logo, add block quotes to CSS, fix photo captions on featured photos, Format View all button on country pages news feeds, make numbered bulleted lists indent in Articles
	FeedTheFuture.gov Web Development
3	Add schedule/Workflow modules
3	Launch Hub (OMB#/filters)
3	Develop explorer tool on Private Sector Hub
3	Add disclaimer for external links
3	Liaise with CIO on contact form
3	Fix breadcrumbs on website
3	Discuss possible interim Intranet solution (needs scoping)
3	Discuss web 3.0 requirements
3	Make site more federal friendly
3	Evaluate usability and 508 compliance, make updates
3	Refresh Home page
3	Update Newsletter page with new design
3	Update featured landing pages
3	Redesign Progress page (per SPPM wishes and user needs)
3	Update Country pages
3	Add Opportunities node/block with information on current RFPs, procurements, student opportunities, etc.
3	Refresh News & Events
3	Provide support for progress reports/other big products that include a web display
3	Update infographic for approach page
3	Move blog to own content type with enhanced functionality for multimedia content, social sharing and comments
3	Include ability to add non-YouTube videos
3	Explore modules that could enhance site visuals, functionality, etc.
3	Redesign focus areas and expanded info/pages on each

3	Refresh Research page (as requested by ARP)
3	Develop Partner with Us landing page
8	Streamline data collection
3	QA support
3	Ongoing support for fixes, changes, security updates, server hosting, Drupal updates, domain name renewal, etc. (someone to manage the IT aspects of the website)
	Assessing and Learning
8	Indicator Tracking and Activity Reporting
8	Conduct After Action Reviews (AARs)
	Events
11	GLEEs
11	FTF World Conference
11	GWU Planet Forward Forum
4,7	International Conference on Nutrition (FTF/BFS), content capture/reporting
11	Other events

III.   POLICY, PLANNING, AND LEARNING PROGRAM DESCRIPTION

The Bureau for Policy, Planning, and Learning (PPL) was established in 2010 to lead the Agency's policy planning efforts, shape overall strategic and program planning, ensure the Agency's evolution as a learning and evaluation organization, and oversee donor engagement while guiding USAID as the premier development agency. Since that time, the Office of Learning, Evaluation, and Research (LER) has developed a series of knowledge management and learning tools to support these goals that will be continued and extended as a buy-in within the FTF KDAD contract. In particular, FTF KDAD activities will focus on integrating collaborating, learning, and adapting as part of the Agency's developmental efforts. LER's Learning Team has defined five work streams to complement these efforts:

1. Integrating collaborating, learning and adapting into field programs
2. Promoting development and use of a strengthened technical knowledge base (generate and use knowledge)
3. Strengthening knowledge exchange (organize and share knowledge)
4. Catalyzing (selected) enabling conditions for learning, many of which are owned by other parts of USAID
5. Exercising and engaging in thought leadership in learning practice

In close collaboration with the LER Learning Team and their partners, the FTF KDAD team will implement project activities aligned with the following objectives:

- Support the continued implementation of Streams 1–5
- Upkeep, update, and manage USAID Learning Lab as USAID's central on-line hub for KM and learning
- Provide Communications Support to LER
- Develop method(s) for better monitoring and evaluating of learning approaches, investments, and efforts
- Support to the Evaluation Interest Group (EIG) for events such as trainings, workshops, and speaker series

Many FTF KDAD activities will be continued from the KDMD Project, for example: maintain and update the USAID Learning Lab website; continue events series such as Thought Leaders in Learning and communications pieces like Learning Matters.

All activities listed below need to be further scoped with the PPL Activity Manager, therefore *implementation of this workplan will be an iterative process with joint decision making to ensure that all activities are properly*

timed and responsive to opportunities and challenges. The first and foremost priority will be to initiate scoping activities and priority setting based upon demand and resources available.

Planned Activities

Support the Continued Implementation of Stream 1: Integrating Collaborating, Learning and Adapting into Field Programs

Program Cycle Learning Guide: continue to source feedback on the guide, build awareness among partners regarding the learning approaches outlined in the guide, and crowd source content for supporting examples and resources that complement the Learning Guide. This may include developing guidance and providing direct technical assistance for Mission staff and implementing partners to develop and implement learning strategies or plans that support all or part of Mission portfolios.

Support Learning Advisors Workshop: support a workshop that will bring together advisors working on collaborating, learning and adapting activities from multiple Missions. The current plan is to have this workshop in late January 2014, but that is subject to change. Support for additional exchange visits or other activities may be included.

Short-Term Technical Assistance (STTA) to implementing partners (IPs) and Operating Units at USAID Including Offices, Missions and Regional Missions: support the Learning Team through short-term technical assistance either in-person or on-line. This may include assessments and scoping (in consultation with USAID), hiring and training consultants, and coordinating on logistics.

Communities of Practice (CoPs): support the facilitation of CoPs around field learning, including opportunities to connect Washington staff to the field and management of their group space located on Learning Lab.

CLA On-line Training Module: continued development and revision of an on-line training module(s)—including some video/audio—on integration of the Collaborating, Learning, and Adapting approach (CLA) throughout the Program Cycle.

Tool and Application Discovery, Development and Documentation: discover and document or develop and document resources to support Missions and implementing partners in continuous learning and course correction related to their learning activities.

USAID/Washington Clinics on Integration of Learning into Mission Program Cycle: develop guidance and training for Washington-based staff and implementing partners to increase their capacity to provide support to Missions to design, implement, and integrate learning throughout the Mission Program Cycle.

Support the Continued Implementation of Stream 2- Promoting Development and Use of a Strengthened Technical Knowledge Base (Create and Apply Knowledge)

USAID Summits: support PPL/LER in producing four events in 2013/2014, handling logistics (negotiated with partner USAID offices), facilitating events upon request, and leading knowledge capture, synthesis/translation, and sharing via ProgramNet, Learning Lab, and through other means as appropriate.

Technical Assistance to USAID Operating Units: support the learning team in providing technical assistance (TA) to various operating units within USAID on such activities as developing Learning Plans, identifying knowledge gaps, and creating collaboration maps.

Support the Work of Other Activities: support the work of other USAID activities as appropriate, including working with Microlinks and Agrilinks knowledge management and learning platforms.

Develop Templates for Methods of Capturing Learning: support the Learning Team to develop a number of Technical Notes and templates for different methods of capturing learning.

Support the continued implementation of Stream 3: Strengthening knowledge exchange (Organize/Translate/Share Knowledge)

Learning CoP: support a USAID staff Community of Practice including working with the Learning Team

Practical Learning Series: assist in the coordination of a regular interactive series of events that promotes practical application of learning at USAID.

Knowledge Management (KM) Reference Group: collaborate with the OCIO's KM Division on this group that currently presents monthly.

Thought Leaders in Learning (TLL) Speaker Series: organize bimonthly 90-minute sessions that include presentations by external learning experts and a facilitated Q&A; handle logistics, communications, simultaneous webinar, knowledge capture, synthesis and sharing; manage administrative tasks related to scheduling private consultations between speakers and USAID staff; support post-event consultation meetings or short-term residency at USAID to consult/advise more fully on a specific initiative and/or participate in broader knowledge capture to develop resources for Learning Lab and its users (as appropriate); take the discussion from the seminar/webinar on-line; and facilitate on-line discussion.

Tools Application and Development: assist LER in identifying useful KM tools and methods already in use within USAID/Washington operating units; document in "how-to" guides with specific examples in use within USAID context; include capture of KDMD learning from tools/approaches implemented to guide USAID units and partners in future; engagement and dissemination strategy development.

Learning Improvement Projects: provide needed support to Technical Units who will be the recipients of awards of FTF KDAD Technical Assistance from PPL/LER for the purpose of improving a learning process. Document lessons learned throughout implementation of these learning improvement projects and assist grant recipients in knowledge capture. Follow up on any loose ends from KDMD Learning Improvement Projects.

Knowledge Resource Mapping: plan and implement a redesign of existing programming resources repository (QUEST) to build in interactive functionality, fix broken links, and connect to other support sites.

Support the continued implementation of Stream 4- Catalyzing (selected) enabling conditions for learning, many of which are owned by other parts of USAID

IT tools: support the Learning Team's collaboration with the CIO/KM team.

Adaptive Funding Mechanisms: support the Learning Team's collaboration with other parts of PPL and other USAID/Washington offices to collect, share, and distill into guidance examples of adaptability in funding mechanisms.

Mission Directors/Deputies Sharing Knowledge with Peers, Mentoring Later Cohorts, Knowledge Transfer: pending PPL's exploration of opportunities, the contractor will support the Learning Team in collaborating with PPL and Human Resources (HR) efforts to support knowledge sharing, skill building, mentoring, and peer assist among Mission Directors and Deputy Mission Directors.

Incentives for Learning: support the Learning Team's efforts to target key aspects of USAID's institutional norms around participation in and credit for learning, including further operationalizing formal credit for participating in CoPs and other blended learning activities; raising awareness around the value and legitimacy of participating in on-line learning opportunities; etc.

Support the continued implementation of Stream 5: Exercising and engaging in thought leadership in learning practice

Support for Events, Workshops, Working Groups and Presentations: support the Learning Team in its efforts to exercise and engage in thought leadership by supporting events, workshops, working groups, and presentations given by the team.

Upkeep, update and manage USAID Learning Lab as USAID's central on-line hub for KM and learning

USAID Learning Lab website: support USAID's central on-line hub for learning activities focused on Missions and partners to support collaborating, learning, and adapting processes and integrating learning throughout the program cycle.

Build upon engagement strategy developed under KDMD by:

- Learning Matters e-update to be published monthly
- Further developing the pipeline for the "Learning In Action" featured stories
- Identifying appropriate venues for in-person engagement including conferences, workshops, trainings, etc.
- Further refine and work with LER to implement the Ask & Answer and Office Hours functionality
- Develop a Learning Lab Social Media Strategy

Refine the Learning Guide: support the development of other Drupal Book/Wiki functionality on Learning Lab to possibly include a book on the Knowledge Cycle.

Other updates:
- Develop increased gamification *aspects*: motivate members' contribution and active participation
- Design site improvements, new functionalities, and links or integration to other sites/resources
- Develop a Training Landing Page
- Curate and further refine the Evaluations Featured Collections
- Upgrade Learning Lab site tour (once Program Cycle Learning Guide and Office Hours are fully implemented)
- Identify, organize, develop (where necessary) and tag resource materials
- Assess and update resources for accuracy and relevancy

Plan interactive learning activities: such as peer support, "how-to" webinars, and other tacit knowledge exchange, etc., including ongoing community/ies of practice depending on demand

Develop feedback mechanism: user ratings, user suggested content, and feedback on/demand analysis for materials and other support

Support and provide technical assistance: as needed to Learning Lab on-line group facilitators
Work with PCSC and PCC on integration with ProgramNet and other activities

Coordinate with the web support team for DOD's UNITY website (in development): ensure linkages between resource libraries

Migrate content and functionality of the E3 on-line toolkit for Trade: currently located at:
http://usaidsite.carana.com/. Coordinate with ProgramNet on shared-content related to this toolkit
Finalize and improve as needed the Learning Network/GROOVE space

Communications and Graphic Design Support

Provide communications and graphic design expertise and support in developing presentations, info-graphics, digital stories, and using social media for PPL's use in communicating the aims, activities and results of this work.

Develop method(s) for better monitoring and evaluating of learning

Baseline and Monitoring and Evaluating Plan for Missions Doing Collaborating, Learning and Adapting Activities: develop a plan to monitor progress in Missions toward supporting the integration of learning throughout the Mission program cycle; gather baseline and ongoing data to assess and adjust over time for continuous improvement, evaluate benefit of program cycle learning integration if possible, and develop resources to help Missions and implementing partners monitor and evaluate their own learning efforts.

- Identify indicators and gather baseline data to determine the current status of collaborating, learning and adapting at USAID Missions
- Monitor indicators, assess findings, identify needed course corrections
- Develop evaluation method(s) to be applied by PPL as well as by Missions and partners to understand return on investing in learning
- Provide interactive opportunities among and support to Missions and partners

Baseline and Monitoring and Evaluating Plan for Washington Based Offices and Bureaus Doing Collaborating, Learning and Adapting Activities: refine previous work developed under KDMD to monitor progress in Washington Bureaus and Offices toward supporting the integration of learning. Gather baseline and ongoing data to assess and adjust over time for continuous improvement; and to develop resources to help Offices and Bureaus monitor and evaluate their own learning efforts.

Targeted Data Collection and Analysis: carry out targeted data collection and analysis activities as needed; such as: social network analysis, time use studies, organizational learning survey, etc.

Guidance Documents on M&E Methods for Field-based Learning (e.g. CLA approaches in Missions): develop guidance documents on replicable M&E methods for assessing and measuring the impact of learning approaches being applied by USAID Missions.

Support the Evaluation Interest Group (EIG)

Speaker Series for EIG: organize four to six, 60–90 minute presentations by outside speakers on priority evaluation topics for the EIG; coordinate logistics; facilitate as needed; and lead knowledge capture, synthesis/translation and sharing via ProgramNet, Learning Lab, and through other means as appropriate.

Evaluation Workshops: organize four to six day-long workshops by leading practitioners for USAID staff on evaluation topics TBD; handle logistics; lead knowledge capture, synthesis/translation and sharing via ProgramNet, Learning Lab and through other means as appropriate.

Day-long Symposia: organize up to two day-long events featuring key monitoring and/or evaluation experts for USAID as part of LER's "M&E in Complexity Discussion Series."

Continued Support of On-line Learning: work with LER to adapt Program Cycle related in-person trainings, workshops, and speaker events into on-line learning products.

Development Objective	SOW Objective	Program Activities	Portfolio Support					Assumptions	Deliverables	Expected Results
		Policy, Planning, and Learning	**ALT**	**A&L**	**Com**	**KM**	**Web**			
		Planning								
		Scope new activities	x	x	x	x	x			
		Build pipeline of events, engagement plans, communications pieces, etc				x	x			
7	6	Refine Learning Lab engagement plans (specifically Ask&Answer and Office Hours)			x	x	x	To be developed once Office Hours concept is solidified	Recommendations document for increasing use on new tools, implementation plan	
7		Discuss Communications Plan for Learning Improvement Projects			x	x		Work with USAID to pre-promote, work with individual projects to develop custom comms plans	Promotion products ahead of launch, individual project comms plans	
		Discuss plans for KDID			x	x	x	PPL will "own" KDID		
		Activities								
3,11	1	Support to CLA COP				x		CLA group will continue on Learning Lab website; PPL defines objectives for group; KDAD has access to ProgramNet	Support to online group on Learning Lab; new group formed on ProgramNet	Enhance IP member engagement with CLA CoP on replicability of best practices. Increased mission engagement (Asia and LAT) on ProgramNet. CLA engagement less PPL driven, more mission driven.
10	1	CLA STTA				x		STTA to IPs and Operating Units at USAID Including Offices, Missions, and Regional Missions; PPL defines SOW(s) for consultants and helps identify candidates	Short-term consultant contracted and deliverables of consultant's SOW met	
5,9	3	KM Reference Group				x		KM Reference Group continues to hold events; PPL helps KDAD prioritize events	Participation in and potential co-sponsoring of events with OCIO's KM Division on this group that currently presents monthly; collaboration on topic pipeline	
5,9		Partner collaboration meetings				x		Other stakeholders working in the KM/learning area have the desire and time to collaborate; PPL helps to prioritize participants	Quarterly meetings	outcomes of collboration, number of people within the group
3,5	1	Support to existing Learning Lab Groups				x	x	PPL helps to prioritize level of support to existing groups. KDAD works with PPL and existing groups to identify and develop support materials for groups for the tranining landing page on LL quarterly.	Existing groups maintained with troubleshooting technical support and quarterly soft skills support. KDAD POC will provide check ins to existing groups quarterly.	
3,5	1	Support to new Learning Lab Groups				x	x	PPL helps to ID new groups and prioritize level of support needed for them	New groups created, maintained, and support provided to facilitators	
5,9	3	Support to Learning COP				x		PPL identifies members, defines objectives, resources and functionality needs.		
4,5,9	3	USAID/W KM tools and methods				x		PPL defines topics and develops pipeline	Document/database of useful KM tools and methods being used in USAID/W.	
4,5,9	1	CLA tools (How-To Guides, Technical Notes, Briefers)				x		PPL defines topics and develops pipeline;	How-to guides, technical notes, briefers	
4,5,9	4	Adaptive funding mechanisms guidance				x		PPL defines topics and develops pipeline; collect, share, and distill into guidance examples of adaptability in funding mechanisms	How-to guides, technical notes, briefers	

5,9	3	Learning Improvement Projects		X		X	X	Scoping and planning required. MOUs required for each project.	Planning and management support for learning improvement projects (number TBD)	SOW of selected projects should outline clear deliverables and the requirement to present results and provide mentorship to another project similar to theirs in the future/review similar proposals and provide PPL with recommendations.
5	6	Interactive learning activities (peer support, webinars, knowledge exchange)		X	X	X	X	PPL defines and prioritizes activities.	Activities that could include peer assists, webinars, and other types of knowledge exchange.	
3,4	7	Respond to general requests: graphic design, editing, formatting, social media maintenance			X			presentations, infographics, digital stories, etc		
7	6	Produce Learning Matters e-newsletter			X	X		Will formalize an editorial calendar in conjunction with USAID	Completed, monthly e-newsletter; editorial calendar	
7	6	Develop Social Media Strategy			X				Strategy document, implementation plan	
4		Update collateral			X				Updated collateral, recommendations for additional materials if necessary	
9	6	Identifying in-person engagement opportunities			X	X		venues including conferences, workshops, trainings, etc. where we can reach a large number of IPs and/or USAID staff		
?		Support strategic messaging			X					
3,7		Write and publish Lab Notes			X	X				
3,4,7	6	Write and publish Learning in Action stories			X			USAID to provide some story ideas for Learning in Action	3 articles published on LL	
7		Update Learning Champions contact sheet		X	X	X		USAID to provide input	Updated contact list	
11	5	Event Support: material preparation			X					
11	5	Event Support: presentation development			X					
11	5	Event Support: talking points			X					
4,7	5	Storyboard Learning Lab/Learning at USAID Prezi for roadshows			X			USAID to provide input on concept, KDAD to plan design/implementation schedule	Written storyboard, timeline for development	
6	1	CLA on-line training module: Content design	X						Online course	
6	1	CLA on-line training module: Development	X						Online course	
6	1	CLA on-line training module: Testing & Implementation	X		X		X		Online course	# of users, usefulness of content
	9	EIG on-line learning	X					Needs scoping		
5,9	1	USAID Washington Clinics on Integration of Learning into Missions	X						Needs to be scoped in Q1	
5,9	2	TA to Washington Operating Units	X						Needs to be scoped; such activities as developing Learning Plans, identifying knowledge gaps and creating collaboration maps	
10	2	Support the work of other KM and learning activities through collaboration			X	X	X		Microlinks and Agrilinks knowledge management and learning platforms	
4,8	2	Develop Templates for Methods of capturing learning			X	X		Specific how-to notes on rapid assessment reviews and other forms of AARs	Needs to be scoped	
2	2	Provide on-going organizational learning support				X		for policy implementation, change management, and engagement through the Learning Lab and other means	Needs to be scoped	
3,5	4	IT Tools	X					become familiar with use of tools, e.g., AIDConnect, Google sites and be able to train USAID staff on tools and their appropriate use in collaboration with CIO/KM	Needs to be scoped	
3		Learning Lab general updates					X	Scoping with all PPL team together.	Add new functionality	Consider meeting with key wgs to gather feedback on functionality
3		Learning Lab maintenance and QA					X			Site updated regularly, modules updated as needed
3,4	1	Learning Lab: Refine Program Cycle Learning Guide				X	X	source feedback on the guide, build awareness among partners regarding the learning approaches outlined in the guide, and crowd source content for supporting examples and resources	Move out of Beta	

3	6	Learning Lab: Migrate content and functionality of the E3 on-line toolkit for Trade, currently located at: http://usaidsite.carana.com/. Coordinate with ProgramNet on shared-content related to this toolkit					x		Incorporate content from E3 toolkit into Learning Lab	
3	6	Learning Lab: Finalize and improve as needed the Learning Network/GROOVE space on Learning Lab					x	update content, outreach, maintenance	Enhance Learning Network Resource Center	
3	6	Learning Lab: Coordinate with the web support team for DOD's UNITY website (which is still in development) in order to ensure linkages between resource libraries—See above task under "Knowledge Resource Mapping" which is related to this task. The QUEST resource list must feed into UNITY after it has been updated.					x	Assuming QUEST "can" feed into UNITY. Timeline depends on ability of technology to meet needs (Nov-Mar)		
3,9	6	Learning Lab: Support and provide facilitator TA				x	x	specifically for groups		
3	6	Learning Lab: Work with PCSC and PCC on integration with ProgramNet and other activities					x	KDAD will have access to ProgramNet	Develop work streams in Q1, continue coordination	
3	6	Learning Lab: Develop feedback mechanism for user ratings, user suggested content and feedback on/demand analysis for materials and other support					x	Similar efforts have not proved very successful on other KDID sites, so we'll have to do a thorough requirements gathering	Implement appropriate feedback mechanism for ratings, content, etc.	Users provide meaningful ratings/sumit useful content
3	6	Upgrade Learning Lab site tour once Program Cycle Learning Guide and Office Hours are fully implemented			x		x		Upgraded Learning Lab site tour video	Post updated site tour video
3	6	Learning Lab: Curate and further refine the Evaluations Featured Collections					x		Enhanced Evaluations Featured Collections	
3,4	6	Learning Lab: Consider additional "wikis"				x	x	such as the Knowledge Cycle or L-Squared		
3	6	Learning Lab: Develop a Training Landing Page					x	Scoping to define audience, type of content and additional resources that PPL can provide.	A training landing page similar to the working group landing page	New training landing page
3	6	Learning Lab: In conjunction with PPL/LER, design site improvements, new functionalities, and links or integration to other sites/resources. Upgrade to Drupal 8 when it is available (won't be Q1).					x	This is close to a combination of Maintenance and QA (see timeline). Also, there is no estimate for when Drupal 8 will be available.	A more user-friendly, effective site	A more user-friendly, effective site, increased traction
3	6	Learning Lab: Develop increased gamification aspects of the website to motivate members' contribution and active participation			x	x	x	Needs assessment	Incentify member contributions	Increase member activity
3		Learning Lab: Further refine and work with LER to implement the Ask & Answer and Office Hours functionality					x	Assumes buy in from staff to conduct office hours, contribute to A&A.	Beefed up Ask & Answer, launched Office Hours	Increased interaction with members
3	3	Learning Lab: Knowledge Resource Mapping (Quest)					x	Need a thorough scope of what this entails. For instance, how does this impact UNITY (see above)?	Integrate Quest into Learning Lab	Quest content on Learning Lab
3		Upgrade KDID to Drupal 7 (TBD)					x	Content inventory, review content types, streamline css. Do we want to implement a responsive theme as well?	KDID on Drupal 7 platform	
3,5		Learning Lab: Events maintenance				x	x	Information is provided by PPL and others.	Updated and maintained pages; new pages created	number of pages created, event traffic
3		Learning Lab: Library maintenance				x	x	Information is provided by PPL and others. Identify, organize, develop (where necessary) and tag. Assess and update resources for accuracy and relevancy.	Updated and maintained pages; new pages created	number of new pages and page views
8	8	Baseline and Monitoring and Evaluating Plan for Missions Doing Collaborating, Learning and Adapting Activities		x				Needs scoping; develop a plan to monitor progress in missions toward supporting the integration of learning throughout the mission program cycle; gather baseline and ongoing data to assess and adjust over time for continuous improvement; and to evaluate benefit of program cycle learning integration if possible		

				x					
8	8	Baseline and Monitoring and Evaluating Plan for Washington Based Offices and Bureaus Doing Collaborating, Learning and Adapting Activities		x				Needs scoping; Gather baseline and ongoing data to assess and adjust over time for continuous improvement; and to develop resources to help Offices and Bureaus monitor and evaluate their own learning efforts		

		Events								
4,11	2	Extreme Poverty Evidence Summit		x	x	x		Summit will take place in May 2014; KDAD roles and responsibilities to be defined.	Event support including logistics, facilitation, capture, synthesis, and other support as defined.	
4,11	2	RDMA USAID Forward Experience Summit		x	x	x		Summit will take place in January 2014 in Bangkok; KDAD roles and responsibilities to be defined.	Event support including logistics, facilitation, and other support as defined.	
4,11	2	RDMA USAID Civil Society Experience Summit		x	x	x		Summit will take place in February 2014 in Bangkok; KDAD roles and responsibilities to be defined.	Event support including logistics, facilitation, and other support as defined.	
4,11	9	Evaluation workshops		x	x	x		PPL will provide topics and identify presenters; pipeline for workshops is created with dates. Four to six day-long workshops	Workshop implementation including logistics, planning, and capture.	
4,11	9	M&E Symposia		x	x	x		PPL will provide topics and identify presenter(s) and dates for symposia; part of the M&E in Complexity Discussion Series; budgeting for one symposium in first half of FY2014. Up to two day-long events	Support for symposia including logistics, planning, and capture.	
11	1	Learning Advisors Workshop		x	x	x		Late Jan 2014	Planning, logistical, and capture support for workshop; Support for additional exchange visits or other convenings may be included.	
5,11	3	Practical Learning Series						Needs Scoping. PPL and others to provide presenters and topics; available meeting space. Pipeline for the first three seminars is established in advance. Regular interactive series of events that promotes practical application of learning at USAID, focused on USAID staff.	Activity report, webinar recording/screencast, transcript, audio, greenroom interview(s), PPT presentations, notes outlining action steps and POCs.	Lessons learned customized to the reality and needs of USAID bureaus. Follow up with speakers and participants required quarterly. Encourage small groups or peer assists to further tune lessons learned and apply in daily work.
5,11	3	Thought Leaders in Learning Seminar Series						PPL to provide seminar topics and identify presenters; available meeting space; Adobe Connect is available for webinar portion; seminar moves to a bi-monthly 90-minute schedule. Pipeline for the first three seminars is established in advance.	Activity report, webinar recording/screencast, transcript, audio, greenroom interview(s), PPT presentations, Ask and Answer by presenters.	Draw more development oriented thought leaders PPL will work with presenters to draw out the applicability lessons and share them broadly with IPs and USAID staff during the seminar. TLL should have a direct link with the practical learning series.
5,11	9	EIG Speaker Series						PPL to provide seminar topics and identify presenters; available meeting space; Adobe Connect is available for webinar portion; pipeline is established in advance for series. four to six, 60 - 90 minute presentations by outside speakers	Activity report, webinar recording/screencast, transcript, audio, greenroom interview(s), PPT presentations	
4,11		Other events		x	x	x		PPL will help prioritize additional events for KDAD to support.	TBD	

Development Objective	SOW Objective	Program Activities	Oct Wk1	Oct Wk2	Oct Wk3	Oct Wk4	Nov Wk1	Nov Wk2	Nov Wk3	Nov Wk4	Dec Wk1	Dec Wk2	Dec Wk3	Dec Wk4	Jan Wk1	Jan Wk2	Jan Wk3	Jan Wk4	Feb Wk1	Feb Wk2	Feb Wk3	Feb Wk4	Mar Wk1	Mar Wk2	Mar Wk3	Mar Wk4
		Policy, Planning, and Learning																								
		Planning																								
		Scope new activities					█	█	█	█																
		Build pipeline of events, engagement plans, communications pieces, etc					█	█	█	█																
7	6	Refine Learning Lab engagement plans (specifically Ask&Answer and Office Hours)										█	█													
7		Discuss Communications Plan for Learning Improvement Projects					█	█	█	█													█	█		
		Discuss plans for KDID									█	█	█													
		Activities																								
3,11	1	Support to CLA COP	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
10	1	CLA STTA	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
5,9	3	KM Reference Group	█	█			█	█							█	█			█	█			█	█		
5,9		Partner collaboration meetings														█	█									
3,5	1	Support to existing Learning Lab Groups	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
3,5	1	Support to new Learning Lab Groups																								█
5,9	3	Support to Learning COP					TBD																			
4,5,9	3	USAID/W KM tools and methods					TBD																			
4,5,9	1	CLA tools (How-To Guides, Technical Notes, Briefers)					TBD																			
4,5,9	4	Adaptive funding mechanisms guidance					█	█	█	█																
5,9	3	Learning Improvement Projects																						█	█	█
5	6	Interactive learning activities (peer support, webinars, knowledge exchange)					TBD																			
3,4	7	Respond to general requests: graphic design, editing, formatting, social media maintenance					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
7	6	Produce Learning Matters e-newsletter								█			█				█			█				█		█
7	6	Develop Social Media Strategy														█	█									
4		Update collateral							█	█																
9	6	Identifying in-person engagement opportunities					TBD																			
?		Support strategic messaging	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
3,7		Write and publish Lab Notes					TBD																			
3,4,7	6	Write and publish Learning in Action stories										█								█				█		
7		Update Learning Champions contact sheet							█	█																
11	5	Event Support: material preparation					TBD																			
11	5	Event Support: presentation development					TBD																			
11	5	Event Support: talking points					TBD																			
4,7	5	Storyboard Learning Lab/Learning at USAID Prezi for roadshows					TBD													█				█		
6	1	CLA on-line training module: Content design									█	█														
6	1	CLA on-line training module: Development													█	█	█									
6	1	CLA on-line training module: Testing & Implementation																	█	█	█					
	9	EIG on-line learning																								
5,9	1	USAID Washington Clinics on Integration of Learning into Missions					TBD	█	█	█	█	█	█	█	█	█	█	█								
5,9	2	TA to Washington Operating Units	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
10	2	Support the work of other KM and learning activities through collaboration					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

		Task																										
4,8	2	Develop Templates for Methods of capturing learning													�earn													
2	2	Provide on-going organizational learning support																										
3,5	4	IT Tools																										
3		Learning Lab general updates																										
3		Learning Lab maintenance and QA																										
3,4	1	Learning Lab: Refine Program Cycle Learning Guide																										
3	6	Learning Lab: Migrate content and functionality of the E3 on-line toolkit for Trade, currently located at: http://usaidsite.carana.com/. Coordinate with ProgramNet on shared-content related to this toolkit																										
3	6	Learning Lab: Finalize and improve as needed the Learning Network/GROOVE space on Learning Lab																										
3	6	Learning Lab: Coordinate with the web support team for DOD's UNITY website (which is still in development) in order to ensure linkages between resource libraries—See above task under "Knowledge Resource Mapping" which is related to this task. The QUEST resource list must feed into UNITY after it has been updated.																										
3,9	6	Learning Lab: Support and provide facilitator TA																										
3	6	Learning Lab: Work with PCSC and PCC on integration with ProgramNet and other activities																										
3	6	Learning Lab: Develop feedback mechanism for user ratings, user suggested content and feedback on/demand analysis for materials and other support																										
3	6	Upgrade Learning Lab site tour once Program Cycle Learning Guide and Office Hours are fully implemented																										
3	6	Learning Lab: Curate and further refine the Evaluations Featured Collections																										
3,4	6	Learning Lab: Consider additional "wikis"																										
3	6	Learning Lab: Develop a Training Landing Page																										
3	6	Learning Lab: In conjunction with PPL/LER, design site improvements, new functionalities, and links or integration to other sites/resources. Upgrade to Drupal 8 when it is available (won't be Q1).																										
3	6	Learning Lab: Develop increased gamification aspects of the website to motivate members' contribution and active participation																										
3		Learning Lab: Further refine and work with LER to implement the Ask & Answer and Office Hours functionality																										
3	3	Learning Lab: Knowledge Resource Mapping (Quest)																										
3		Upgrade KDID to Drupal 7 (TBD)																										
3,5		Learning Lab: Events maintenance																										
3		Learning Lab: Library maintenance																										
8	8	Baseline and Monitoring and Evaluating Plan for Missions Doing Collaborating, Learning and Adapting Activities																										

8	8	Baseline and Monitoring and Evaluating Plan for Washington Based Offices and Bureaus Doing Collaborating, Learning and Adapting Activities											■	■	■	■	■	■	■	■	■	■	■	■	■
		Events																							
4,11	2	Extreme Poverty Evidence Summit																						■	■
4,11	2	RDMA USAID Forward Experience Summit					■	■	■	■	■		■	■											
4,11	2	RDMA USAID Civil Society Experience Summit						■	■	■	■			■	■	■								
4,11	9	Evaluation workshops				■	■																■	■
4,11	9	M&E Symposia				■	■					■	■	■									
11	1	Learning Advisors Workshop				■	■																
5,11	3	Practical Learning Series																					
5,11	3	Thought Leaders in Learning Seminar Series					■	■	■			■	■	■					■	■	■		
5,11	9	EIG Speaker Series																					
4,11		Other events																					

IV. MICROENTERPRISE AND PRIVATE ENTERPRISE PROMOTION PROGRAM DESCRIPTION

As the KDMD project transitions into FTF KDAD project, the team will continue to seek opportunities to maximize the impact of MPEP's knowledge and learning investments in poverty analysis and poverty reduction; and in the technical areas of inclusive market development, graduation strategies, private sector development, and across all MPEP investments and activities. FTF KDAD will support these broad objectives in their collaboration with the MPEP team:

- Facilitate the development of technical capacity among USAID staff, partners, and implementing partners by supporting knowledge capture and dissemination on approaches, tools, and lessons learned.
- Improve collaboration and knowledge flows within MPEP; between MPEP and target USAID offices and Missions; and between MPEP, partners, and implementing partners.
- Contribute lessons learned and good practice to the broader fields of KM and adult learning.

FTF KDAD's engagement with MPEP will be scaled back considerably compared to the extent of activity under KDMD. In these first six months of the FTF KDAD project, the FTF KDAD team will support a number of activities to contribute to the development of program-wide needs assessments and strategies for knowledge curation and dissemination. FTF KDAD proposes a cross-portfolio strategic planning session with MPEP to ensure the project activities are aligned with the Office's organizational strategy. This will help identify priority needs around knowledge curation, knowledge sharing, and stakeholder engagement. In the meantime, popular activities implemented under KDMD will continue under the FTF KDAD project, including hosting monthly seminars, maintaining the Microlinks website, and delivering the monthly e-newsletter.

As organized in the implementation plan, the planned activities for the next 6 months include the following:

- *Seminar Series*; the FTF KDAD team will continue to plan and host the MPEP Seminar Series on a monthly basis. The FTF KDAD team will work closely with the MPEP team to identify topics and speakers and will develop a pipeline for future seminars. In addition, FTF KDAD will begin conversations with the MPEP team on ways to incorporate topics that address the full range of MPEP's investment and activities.
- *Microlinks*; this activity includes upgrading the site to Drupal 7. Additionally, FTF KDAD will explore options for incorporating technical content from the Private Enterprise team, branding and design, as well as feature and functionality enhancement.
- *E-Newsletter*; continue publishing the monthly e-newsletter *Connections*, which features significant USAID and non-USAID news, announcements, links to new tools and resources, and events and

trainings related to MPEP. FTF KDAD will develop a transition plan to eventually pull new content on Microlinks for its development and assembly.

- *Roadshow Support*; provide communications support in key industry conferences, such as conference promotion and capture. Specific support for conferences will need to be scoped.

- *Value Chain Course*; develop and launch the remaining courses in the value chain series (Course 2 – Designing Value Chain Projects). The team will continue with the design and development of this course in early 2014.

- *WLSME;* support knowledge-management activities under the WLSME program. The scope of this effort still needs to be determined.

- *Coordination with DFID*; support the facilitation of market systems. The scope of this effort still needs to be determined.

- *Coordination with ACDI/VOCA*; support knowledge-management activities under the Leveraging Economic Opportunities.

Development Objective	Program Activities	Portfolio Support					Assumptions	Deliverables	Expected Results
Microenterprise and Private Enterprise Promotion		**ALT**	**A&L**	**Com**	**KM**	**Web**			
Planning									
2	Meet with MPEP to align learning strategy with organizational strategy	x	x	x	x	x	MPEP to provide organizational strategy	Reconfirm work plans, objectives and targets for upcoming activities	Validation of work plan and objectives
2,5,11	Explore integrating the full scope of MPEP activities and investments into the MPEP Seminar Series				x		MPEP to provide seminar topics and identigy presenters; available meeting space; Adobe Connect is available for webinar portion; recommended that this scoping begin in March 2013		
9	Begin discussion on DfID Market Systems Dev platform (new MOU with KDAD)				x		MPEP has entered into a new MOU with DfID and has expressed need for support in collaborating with this new platform.	TBD	To be scoped
3,4	Explore Microlinks redesign and integration of PE into Microlinks			x	x	x	PE wants to contribute resources to Microlinks, Microlinks site can accommodate PE requests, should ideally happen with upgrade to Drupal 7	PE topics, resources, and events added to Microlinks site	
Activities									
	Seminars								
5,11	Implement MPEP Seminar Series			x	x	x	MPEP to provide seminar topics and identify presenters; available meeting space; Adobe Connect is available for webinar portion; recommended that seminar series starts back up in January 2014	Activity report, webinar recording/screencast, transcript, audio, greenroom interview(s), PPT presentations	Increasing numbers of participants, higher numbers of returning attendees, and more participation from key stakeholder as identified from the BFS comms strategy. User perception of usefulness, and when appropriate, metric to capture linkages made over topics or knowledge application later on.
5,11	WLSME A2F Seminar Series			x	x	x	MPEP wants to continue this seminar series. MPEP to provide seminar topics and identify presenters; available meeting space; Adobe Connect is available for webinar portion; two seminars budgeted for this period	Post-event products such as webinar recordings, transcripts, synthesis articles, social media posts, greenroom interviews, etc. as requested.	Increasing numbers of participants, higher numbers of returning attendees, and more participation from key stakeholder as identified from the BFS comms strategy. User perception of usefulness, and when appropriate, metric to capture linkages made over topics or knowledge application later on.
6	**Completion of Course 2 of the Value Chain course series**	x					Project design content is finalized	online course module on Microlinks and USAID University	# of users, rating usefulness/relevancy of the content
	Content design	x							
	Development	x							
	Testing and Implementation	x							
7	**Connections**			x			Email template and content collection to be revisited with USAID	updated template, 4 newsletters	subscribers, opens, clicks
3	**Microlinks**			x					
3,4	Blog			x	x				views, shares
	ACDI/VOCA LEO content partnership			x			USAID to provide clarification on this new MOU and methods of support		
3	Microlinks content support for Library and Events				x	x	Information is provided by MPEP and others.	Pages updated and maintained; new pages created.	
7	**Maintain social media accounts**			x					
	Web (microlinks.org, wlsme.org)								

#	Task								
3	Upgrade Microlinks to Drupal 7					x	Content inventory, review content types, strea	A more user-friendly site for content editors, ready for Drupal 8	Microlinks on Drupal 7 platform
3	Microlinks maintenance and QA					x			Site updated regularly, modules updated as needed
3	WLSME maintenance and QA					x			Site updated regularly, modules updated as needed
3	Update WLSME taxonomy			x		x	Terms that make more sense for the content and users	Updated taxonomy for WLSME site	users report easier navigation
	Events								
11	**Event support**			x			Events and specific responsibilities TBD.		
11	*Materials preparation*			x					
11	*Document formatting*			x					
11	*Talking points*			x					

Development Objective	Program Activities	October Wk 1	Wk 2	Wk 3	Wk 4	November Wk 1	Wk 2	Wk 3	Wk 4	December Wk 1	Wk 2	Wk 3	Wk 4	January Wk 1	Wk 2	Wk 3	Wk 4	February Wk 1	Wk 2	Wk 3	Wk 4	March Wk 1	Wk 2	Wk 3	Wk 4
	Microenterprise and Private Enterprise Promotion																								
	Planning																								
2	Meet with MPEP to align learning strategy with organizational strategy					█	█	█			█														
2,5,11	Explore integrating the full scope of MPEP activities and investments into the MPEP Seminar Series																					█	█	█	█
9	Begin discussion on DfID Market Systems Dev platform (new MOU with KDAD)																								
3,4	Explore Microlinks redesign and integration of PE into Microlinks																								
	Activities																								
	Seminars																								
5,11	Implement MPEP Seminar Series										█				█				█				█		
5,11	WLSME A2F Seminar Series										█								█						
6	**Completion of Course 2 of the Value Chain course series**																								
	Content design																		█	█					
	Development																				█	█			
	Testing and Implementation																								█
7	**Connections**										█			█				█					█		
3	**Microlinks**					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
3,4	Blog					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	ACDI/VOCA LEO content partnership					█	█	█	█																
3	Microlinks content support for Library and Events	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
7	**Maintain social media accounts**					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Web (microlinks.org, wlsme.org)																								
3	Upgrade Microlinks to Drupal 7																								
3	Microlinks maintenance and QA	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
3	WLSME maintenance and QA	█	█	█	█																				
3	Update WLSME taxonomy																								
	Events																								
11	**Event support**					█																			
11	*Materials preparation*																								
11	*Document formatting*																								
11	*Talking points*																								

V. PROGRAM MANAGEMENT

As the KDAD project gets underway and continues to build on the success of KDMD, to maximize the impact of knowledge and learning investments in poverty analysis and poverty reduction. The purpose of the program management plan is to outline the framework for management to provide strategic support and guidance across all buy-ins.

The Management plan is organized in the following major categories:

- Contract Management: compliance, and contract deliverables or outputs
- Financial Management: specific fiscal practices and controls, budgets, reporting and projections. For financial reporting and fiscal controls Insight, will utilize its own customized Transaction Management System. This tool will be used to generate monthly financial/budgetary reports, along with buy-ins quarterly accruals, track and monitor all project activities and expenses across buy-ins.
- Management: Planning and administering both projects and the overall program; including Weekly team meetings, monthly learning and strategy meetings, weekly COR/COP check in, weekly meetings with Portfolio managers, PPL Program Manager, MPEP program manager and their USAID counterparts.
- Reporting Requirements: Workplan, Financial reports, semi-annually reports and other reports as needed or requested by client Draft Grants Manual: 30 days; Semi Annual Work plans 30 days after start-up and 30 days prior to end of reporting period, proposed PMMEP at 90 days; Monthly progress reports due 15 days after month's end, Monthly financial reports due 15 days after month's end; Annual progress report 30 days after end of project year End of fiscal year report by October 31 each year and final report at the end of project.
- Planning: Activities that take place at multiple levels across all projects. Ensure that the 12 core objectives are incorporated and accomplished (See Attachment 2).
- Additional Partners: identify additional implementing partners as needed
- Organization Structure: includes personnel and subcontractors role and involvement of each entity in the project.
    a. Please see (draft) organizational chart (Attachment 1)
    b. QED will serve as a major subcontractor and will continue to play a lead role on KM strategies, blended learning activities and other innovative techniques.
- Grants Under Contract (GUC) submitting the grants manual and will initiate implementation of the Grants program upon approval

Insight will also be supported by: **Training Resources Group, Inc** for facilitation, curriculum development, training and strategy development and **Zaloni,** a Drupal development firm used for creation of specific functionality and site architecture elements for all project sites.

Development Objective	Activities	Portfolio Support					Assumptions	Deliverables	Expected Results
	Overall KDAD	ALT	A&L	Com	KM	Web			
2	Hold strategy session with USAID KDAD stakeholders to set goals and activities for Learning about Learning (L-Squared)	x	x	x	x	x	L-Squared activities will continue under the KDAD project; multiple USAID offices (specifically BFS and PPL) will be involved in discussions		
2	Develop a KDAD learning agenda	x	x	x	x	x	KM portfolio to take the lead	Outline and draft of a KDAD learning agenda	
8	**PMP Development Steps**								
8	Strategic Planning Session/Retreat with COTR to Understanding Definition and Taxonomy of Development Objectives and to Articulate a Vision for KDAD's Overall Success	x	x	x	x	x		Meeting Notes, collateral	rough understanding and agreement as to how all elements of KDAD fit
8	Establish a KDAD PMP Working Session Team		x						
8	Lit Review of M&E Models of KM		x						1) Generate ideas for metrics and framework for project. 2) Source mpotential KM M&E thought leaders for interview
8	With COR Cultivate a List of KM Projects for Key Informant Interviews		x						List of similar KM projects who can help shape the concept of the project
8	With COR Cultivate a List of Key Stakeholders for Interview (FTF Missions, Potential Internal USAID Partners)		x						List of Key Stakeholders who can help guide the scoping of KDAD
8	Conduct Interviews with KM Projects to inform PMP design and establish protocols for comparison		x						Interview write-ups and similar indicators to propose
8	Conduct Interviews with Key Stakeholders to better understand KM needs for KDAD		x						interview write-ups and activities suggested to hit key demographics
8	Complete Results Framework (with Indicators) for COR Review		x						Results Framework and PIs
8	Incorporate COR Feedback		x						Results Framework and PIs
8	Research Innovative Means of Verification and Data Collection Tools and Techniques		x						A list of tools and techniques to help accurately collect, manage and verify data
8	Use KDMD's prior performance as quantitative baseline for activities		x						Baseline data on recurring quantitative measures from KDMD to KDAD
8	Complete PMP in addition to Performance Indicator Reference Sheets		x						
8	Finalize PMP with COTR feedback		x						
8	Craft instruments to adequately capture PIs approved		x						
	Management Plan								
	Financial and budgetary reports							Overall finacial status	
	Quarterly accruals reports							For USAID activity leads	
	Weekly team meetings								
	Weekly COR/COP check in								
	Weekly meetings with Portfolio and Program managers								
	Office hours								

Gantt chart — Overall KDAD Activities schedule (October–March). Shaded cells indicate scheduled activity weeks (▓).

DO	Activities	Oct W1	Oct W2	Oct W3	Oct W4	Nov W1	Nov W2	Nov W3	Nov W4	Dec W1	Dec W2	Dec W3	Dec W4	Jan W1	Jan W2	Jan W3	Jan W4	Feb W1	Feb W2	Feb W3	Feb W4	Mar W1	Mar W2	Mar W3	Mar W4
	Overall KDAD																								
2	Hold strategy session with USAID KDAD stakeholders to set goals and activities for Learning about Learning (L-Squared)															▓	▓								
2	Develop a KDAD learning agenda													▓	▓	▓	▓	▓	▓	▓					
8	**PMP Development Steps**																								
8	Strategic Planning Session/Retreat with COTR to Understanding Definition and Taxonomy of Development Objectives and to Articulate a Vision for KDAD's Overall Success					▓																			
8	Establish a KDAD PMP Working Session Team				▓																				
8	Lit Review of M&E Models of KM				▓																				
8	With COR Cultivate a List of KM Projects for Key Informant Interviews						▓																		
8	With COR Cultivate a List of Key Stakeholders for Interview (FTF Missions, Potential Internal USAID Partners)						▓																		
8	Conduct Interviews with KM Projects to inform PMP design and establish protocols for comparison						▓	▓	▓																
8	Conduct Interviews with Key Stakeholders to better understand KM needs for KDAD						▓	▓	▓																
8	Complete Results Framework (with Indicators) for COR Review								▓																
8	Incorporate COR Feedback							▓																	
8	Research Innovative Means of Verification and Data Collection Tools and Techniques					▓	▓	▓																	
8	Use KDMD's prior performance as quantitative baseline for activities					▓	▓	▓																	
8	Complete PMP in addition to Performance Indicator Reference Sheets									▓															
8	Finalize PMP with COTR feedback											▓	▓												
8	Craft instruments to adequately capture PIs approved									▓	▓	▓													
	Management Plan																								
	Financial and budgetary reports					▓				▓					▓				▓				▓		
	Quarterly accruals reports																						▓		
	Weekly team meetings					▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Weekly COR/COP check in					▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Weekly meetings with Portfolio and Program managers					▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Office hours					▓				▓				▓				▓				▓			

VI. PROGRAM BUDGET SUMMARY (OCT 2013–MARCH 2014)

KDAD Overall Budget
Oct 2013 to Mar 2014

Cost Categories		
Total Direct Labor	$	477,856
Salary and Wages	*$*	*362,863*
Fringe Benefits	*$*	*114,993*
Consultants and STTA	$	125,000
Travel, Transportation, and Per Diem	$	32,900
Program Activity Costs	$	148,000
Materials and Supplies	$	23,000
Subcontracts	$	616,270
Grants under Contract	$	100,000
Direct Facilities Costs		
Other Direct Costs	$	47,910
Indirect Costs	$	257,183
	$	-
Total Estimated Costs (TEC)	$	1,828,119
Fixed Fee	$	95,046
TEC Plus Fixed Fee	$	1,923,165
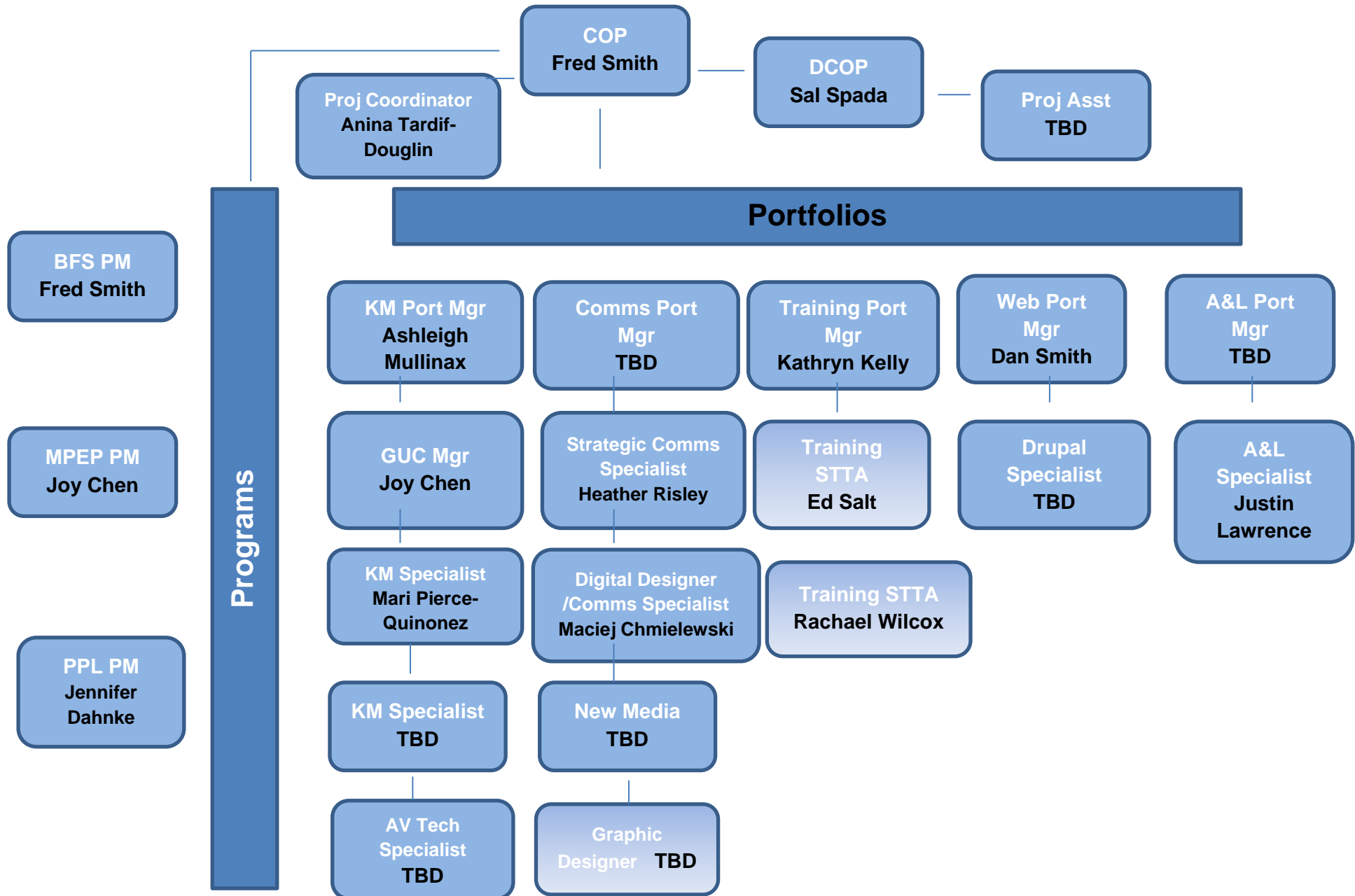
COP
Fred Smith

DCOP
Sal Spada

Proj Asst
TBD

Proj Coordinator
Anina Tardif-Douglin

Portfolios

Programs

BFS PM
Fred Smith

MPEP PM
Joy Chen

PPL PM
Jennifer Dahnke

KM Port Mgr
Ashleigh Mullinax

Comms Port Mgr
TBD

Training Port Mgr
Kathryn Kelly

Web Port Mgr
Dan Smith

A&L Port Mgr
TBD

GUC Mgr
Joy Chen

Strategic Comms Specialist
Heather Risley

Training STTA
Ed Salt

Drupal Specialist
TBD

A&L Specialist
Justin Lawrence

KM Specialist
Mari Pierce-Quinonez

Digital Designer /Comms Specialist
Maciej Chmielewski

Training STTA
Rachael Wilcox

KM Specialist
TBD

New Media
TBD

AV Tech Specialist
TBD

Graphic Designer   TBD

ATTACHMENT 2: FTF KDAD OBJECTIVES BY PROGRAM ACTIVITIES

Objectives	**Measures of Success**	BFS and FTF	PPL	MPEP
Objective One: Extend the Bureau's, and thus the U.S. Government's, understanding of and contribution to the areas of agricultural and rural development. Promote knowledge generation and knowledge sharing about linkages and best practices in agricultural and rural development, and their relationship to food security.	**Intermediate** --Number of knowledge curation gaps identified. (could also be qualitative) --Number of technical contributions made. --Number of linkages to ag stakeholders contributing findings to AL --Number of Best Practices identified and shared (based on Cynefin system) **Final** --Pre/Post of BFS technical knowledge in certain key areas of agriculture --IPs and Other stakeholders demonstrate KA from technical contribution from KDAD.	<u>FTF</u> --Update factsheets (also meets objective 7) <u>BFS</u> --Continue network/partner mapping with KM4Ag stakeholders (also meets objectives 8 and 9) --Facilitate strategy sessions and a needs assessment around knowledge curation, knowledge sharing, and stakeholder engagement (also meets objective 2) <u>KDAD</u> --Hold strategy session with USAID KDAD stakeholders to set goals and activities for Learning about Learning (L-Squared)		

Objectives	Measures of Success	BFS and FTF	PPL	MPEP
Objective Two: Delineate the state of the art in learning and collaboration, KM and training best practices, and information technology and develop new innovative approaches as needed; promote a learning-oriented environment in which these approaches can have maximum impact on the U.S. Government's FTF activities. Develop new products and platforms or refine products and platforms developed by others to feed into these learning opportunities. The Contractor will need to remain current and knowledgeable about the evolving fields of knowledge management, knowledge sharing; strategic communications and public relations; training and adult learning; information technology as well as others; and incorporate innovations in these fields into the KDAD strategy and program on an ongoing basis.	--Number of best practices determined with AAR process --# of New innovations/platforms adopted into programming and changes in outcomes (can use other buy-ins as a counterfactual possibly) --Number of other offices that adopt KDAD best practices. --Number of presentations or resources generated about KM conducted by KDAD Staff	BFS --Support to BFS webinar group (also meets objectives 5 and 9) --Contribute to BFS's learning strategies and FTF learning agenda --Write and produce KM guidance briefs (also meets objectives 4 and 7) --Develop outline for a Learning Networks manual (also meets objectives 5 and 12) --Develop a strategy and workplan for BFS webinar group for FY14 (also meets objectives 5 and 9) --Facilitate planning sessions with USAID KDAD GUC Manager to develop a FY14 workplan (also meets objectives 5 and 12) --Scoping of integration of training materials on Agrilinks (also meets objectives 3 and 6) --Agrilinks Library quiz (also meets objective 3) --Explore new post-event products for Agrilinks (also meets objectives 4 and 7)	--Provide on-going organizational learning support --Provide support to scoping new activities and innovative approaches --Identify and disseminate best practices	--Strategic Planning -- Integrate learning strategy with MPEP organizational strategy --Seminars -- Explore integrating the full scope of MPEP activities and investments into the MPEP Seminar Series (also meets objectives 5 and 11)

Objectives	Measures of Success	BFS and FTF	PPL	MPEP
Objective Three: Maintain, upgrade and expand websites and knowledge sharing, strategic communications, and collaboration infrastructure; support content development, analysis, and updates.	--Web analytics (page views, duration on site etc.) --User ratings on site --User Contributions on site (resources, events, etc.)	<u>FTF</u> --Conduct web taxonomy assessments (also meets objective 8) --Conduct web product inventory (also meets objective 4) --FTF Website content management support --Write/publish blog posts (also meets objective 4) --Social media maintenance (also meets objective 7) --Static text/help text --Design for Newsletter page, Progress page (also meets objective 7) --Support usaid.gov Ag page maintenance --Feed the Future website high priority fixes --PPOE and private sector hub fixes and updates --Fix filters throughout site --Get site up-to-date: Add Commerce logo, add block quotes, fix photo captions on featured photos, Format View all button on country pages news feeds --feedthefuture.gov web development --Add schedule/Workflow modules --Launch Hub (OMB#/filters) --Develop explorer tool on Private Sector Hub --Add disclaimer for external links --Liaise with CIO on contact form --Fix breadcrumbs on website --Discuss possible interim Intranet solution (needs scoping) --Discuss web 3.0 requirements	--Support to CLA COP (also meets objective 11) --Support to new and existing Learning Lab Groups (also meets objective 5) --Respond to general requests: graphic design, editing, formatting, social media maintenance (also meets objective 4) --Write and publish Lab Notes (also meets objective 7) --Write and publish Learning in Action stories (also meets objectives 4 and 7) --IT Tools (also meets objective 5) --Learning Lab general updates --Learning Lab maintenance and QA --Upgrade Learning Lab site tour once Program Cycle Learning Guide and Office Hours are fully implemented --Learning Lab: Refine Program Cycle Learning Guide (also meets objective 4) --Migrate content and functionality of the E3 on-line toolkit for Trade --Finalize and improve as needed the Learning Network/GROOVE space on Learning Lab --Coordinate with the web support team for DOD's UNITY website in order to ensure linkages between resource libraries --Support and provide facilitator TA (also meets objective 9) --Work with PCSC and PCC on integration with ProgramNet and other activities --Develop feedback mechanism for user ratings, user suggested content and feedback on/demand analysis for materials and other support	Microlinks --Blog (also meets objective 4) --ACDI/VOCA LEO content partnership (also meets objective 4) --Microlinks content support for Library and Events --Web (microlinks.org, wlsme.org) --Explore Microlinks redesign and integration of PE into Microlinks (also meets objective 4) --Upgrade Microlinks to Drupal 7 --Microlinks maintenance and QA --WLSME maintenance and QA --Update WLSME taxonomy

Objectives	Measures of Success	BFS and FTF	PPL	MPEP
		--Make site more federal friendly --Evaluate usability and 508 compliance, make updates --Refresh Home page --Update Newsletter page with new design --Update featured landing pages --Redesign Progress page (per SPPM wishes and user needs) --Update Country pages --Opportunities node with information on RFPs, procurements, student opportunities, etc. --Refresh News & Events --Provide support for progress reports/other big products that include a web display --Update infographic for approach page --Move blog to own content type with enhanced functionality --Include ability to add non-YouTube videos --Explore modules that could enhance site visuals, functionality, etc. --Redesign focus areas and expanded info/pages on each --Refresh Research page (as requested by ARP) --Develop Partner with Us landing page --QA support --Ongoing support for fixes, changes, security updates, server hosting, Drupal updates, domain name renewal, etc. (someone to manage the IT aspects of the website) BFS --Provide general design support --Manage Agrilinks Media Gallery (also meets objective 4)	--Curate and further refine the Evaluations Featured Collections --Consider additional "wikis" (also meets objective 4) --Develop a Training Landing Page --In conjunction with PPL/LER, design site improvements, new functionalities, and links or integration to other sites/resources. Upgrade to Drupal 8. --Develop increased gamification aspects of the website to motivate members' contribution and active participation --Further refine and work with LER to implement the Ask & Answer and Office Hours functionality --Knowledge Resource Mapping (Quest) --Events maintenance (also meets objective 5) --Learning Lab: Library maintenance --Upgrade KDID to Drupal 7 (TBD)	

Objectives	Measures of Success	BFS and FTF	PPL	MPEP
		--Provide support to new and existing Groups on Agrilinks (also meets objective 5) --Manage Agrilinks Events, Library, and Activity Pages (also meets objective 7) --Agrilinks website maintenance --QA Support --Migration of materials from Agrilinks 1.0 site --Enhanced Agrilinks profiles (follow other users) (also meets objective 5)		

Objectives	Measures of Success	BFS and FTF	PPL	MPEP
Objective Four: Under the direction of BFS, conceptualize, develop and disseminate information (fact sheets, videos, tools, case studies, technical briefs, best practice briefs, reports, and the like) developed by/with FTF, including BFS and other technical partners, as well as other materials developed by KDAD contractor.	--Number of technical resources produced --Views of these resources --Number of shares of these resources to other stakeholders --Instances of KA as a result of reading/viewing due to these resources.	FTF --Conduct assessment of marketing materials (also meets objective 8) --Support CSO Call & Response campaign (also meets objective 7) --Respond to general requests: graphic design, editing, content generation, social media maintenance (also meets objective 7) BFS --Develop strategy for Agrilinks blogs (also meets objective 7) --Update Agrilinks collateral --Produce eUpdates (also meets objective 7) --Curate and produce Agrilinks blog series (also meets objective 7) --Produce Video Notes (also meets objective 7) --Produce KM Insights videos (also meets objectives 7 and 9) --Write and produce KM guidance briefs (also meets objective 7) --Record/edit short video interview for the Ag Market session in the Advanced Ag Core Course (also meets objective 6) FTF/BFS --Content capture/reporting from International Conference on Nutrition (also meets objective 7)	--Event Support (also meets objective 11) --Extreme Poverty Evidence Summit --RDMA USAID Forward Experience Summit --RDMA USAID Civil Society Experience Summit --Evaluation workshops --M&E Symposia --Other events --Tool and Guidance Development (also meets objectives 5 and 9) --USAID/W KM tools and methods --CLA tools (How-To Guides, Technical Notes, Briefers) --Adaptive funding mechanisms guidance --Update collateral --Discuss ideas for Lab Note Series (also meets objective 7) --Storyboard Learning Lab/Learning at USAID Prezi for roadshows (also meets objective 7) --Develop Templates for Methods of capturing learning (also meets objective 8)	--SEEP Annual Conference (also meets objective 11)

Objectives	Measures of Success	BFS and FTF	PPL	MPEP
Objective Five: Promote collaboration among practitioners to speed innovation and adoption of new learning in order to replicate innovations and bring them to scale through learning networks, communities of practice, in-person or online seminars, conferences, workshops, discussions, and other opportunities for practitioners to connect with each other, engage in peer assistance, and share knowledge and learning.	Events --# of attendees --# of attendees from key demographic (ftf missions, IP etc.) --Adobe Connect analytics on participation --Polling data on perceived usefulness of seminar --Linkages reported post event --Instances of KA CoP/LN --Number of participants --Quality of participation --Frequency of communication --Acknowledged learning from peers --Generation of collective content and knowledge --Industry contributions from LN or CoP	BFS --Develop pipeline for FY14 Ag Sector Council seminars (also meets objectives 7 and 11) --Develop pipeline for FY14 Twitter Chats (also meets objectives 7, 9, and 11) --Implement Ag Sector Council Seminars (also meets objectives 7 and 11) --Implement special seminars/webinars (also meets objectives 7 and 11) --Implement #AskAg Twitter Chats (also meets objectives 7, 9, and 11) --Implement AgExchanges/eConsultations --Assessment of resources for Agrilinks Groups (also meets objective 10)	--KM Reference Group (also meets objective 9) --Partner collaboration meetings (also meets objective 9) --Learning Improvement Projects (also meets objective 9) --Support to Learning COP (also meets objective 9) --Interactive learning activities (peer support, webinars, knowledge exchange) --USAID Washington Clinics on Integration of Learning into Missions (also meets objective 9) --TA to Washington Operating Units (also meets objective 9) --Seminars and Speaker Series --Practical Learning Series (also meets objective 11) --Thought Leaders in Learning Seminar Series (also meets objective 11) --EIG Speaker Series (also meets objective 11)	--Implement MPEP Seminar Series (also meets objective 5) --WLSME A2F Seminar Series (also meets objective 5)

Objectives	Measures of Success	BFS and FTF	PPL	MPEP
Objective Six: Develop, implement and disseminate training designed to increase knowledge of current practices around food security and agriculture-led economic growth, impart specific skills such as project design, and identify opportunities for strategic collaboration with other USAID operating units, other FTF partners and non-USAID training institutions.	--# of staff attending training --Satisfaction of relevance of training --Consider a pre/post assessment of skills/knowledge (registration might have some perception of skill questions) --# of participants reporting KA --Qualitative measure of that KA, and what it accomplished	BFS --Establish 2014/15 design and implementation schedule for current/planned portfolio of courses (also meets objective 8) --Review and provide recommendations on draft of training needs assessment (also meets objective 8) --Support delivery of December CBA course; logistics, evaluation --Support logistical arrangement (also meets objective 11) --Provide evaluation survey development and synthesis (also meets objective 8) --Develop and deliver Local Capacity Building course -Design & Develop course --Provide logistical arrangements (including materials and evaluations)(also meets objective 11) --Implement training -Post training support (evaluation synthesis)(also meets objective 8) --Develop and deliver Ag Core Course (advanced version) --Design & Develop course --Provide logistical arrangements (including materials and evaluations) (also meets objective 11) --Implement training -Post training support (evaluation synthesis) (also meets objective 8) --Support Design and Delivery of Water Smart Food Security course --Design & Develop course --Provide logistical arrangements (including materials and evaluations) (also meets objective 11) --Implement training -Post training support (evaluation synthesis) (also meets objective 8)	--CLA Online Training Module --Content design --Development --Testing & Implementation	--Completion of Course 2 of the Value Chain course series --Content design --Development --Testing and Implementation

Objectives	Measures of Success	BFS and FTF	PPL	MPEP
		--Minimal support to the Business and Enabling Environment course		

Objectives	Measures of Success	BFS and FTF	PPL	MPEP
Objective Seven: Work in support of BFS in developing and implementing strategic communications approaches to promote agriculture-led economic growth best practices and convey the FTF strategy, beyond KM and training activities and outputs. This includes developing and disseminating messages and products tailored to a broad range of stakeholders. These stakeholders include but are not limited to Missions, partners, other practitioners, donors, other U.S. Government agencies, Congress and the public. Integrated with other activities will be technical communications strategies for translating learning into "best practice" recommendations and persuasive communications strategies for promoting understanding of best-practice agricultural and rural development, enhancing stakeholders' understanding of the FTF approach, and conveying FTF accomplishments.	--Number of people reached --Number of media mentions, cross promoting of activities elsewhere --Open rates (email) --Click rates (email) --Customized outreach metric based on key stakeholders mapped and network --Measures of increased engagement --Social media metrics (consider KRED scores)	FTF --Conduct assessments (also meets objective 8) --Social media --Outreach lists --Support newsletter production --Advise on strategic messaging --Develop Branding Guidelines rollout plan --Organize/support FTF roadshows (also meets objective 9) BFS --Maintain Agrilinks social media platforms	--Produce Learning Matters newsletter --Develop Social Media Strategy --Discuss & Refine Learning Lab engagement plans (specifically Ask&Answer and Office Hours) --Discuss Communications Plan for Learning Improvement Projects --Update Learning Champions contact sheet	--Connections e-Newsletter --Maintain social media accounts (Twitter/Facebook/LinkedIn)

Objectives	Measures of Success	BFS and FTF	PPL	MPEP
Objective Eight: Monitor performance, assess impact, provide analytics support, and adjust activities accordingly to improve results. Conduct outcome monitoring and ensure feedback into strategy and activities such that technical approach and implementation gets refined continually.	--Number of AARs completed --Qualitative illustration of course correction leading to higher project level metrics --Number of interviews --Number of survey responses --Number of key stakeholders consulted	FTF --Streamline data collection BFS --Training-Post training support (evaluation synthesis) --Provide evaluation survey development and synthesis --Indicator Tracking and Activity Reporting --After Action Review (AAR) re-design --Conduct After Action Reviews (AARs) KDAD --PMP Development Steps --Strategic Planning Session/Retreat with COTR to cover Understanding Definition and Taxonomy of Development Objectives and Articulate Vision for KDAD's Overall Success --Establish a KDAD PMP Working Session Team --Lit Review of M&E Models of KM --With COR Cultivate a List of KM Projects for Key Informant Interviews --With COR Cultivate a List of Key Stakeholders for Interview (FTF Missions, Potential USAID Partners) --Conduct Interviews with KM Projects to inform PMP design and establish protocols for comparison --Conduct Interviews with Key Stakeholders to better understand KM needs for KDAD --Complete Results Framework (with Indicators) for COR Review and incorporate COR Feedback --Research Innovative Means of Verification and Data Collection Tools and Techniques	--Baseline and Monitoring and Evaluating Plan for Missions Doing Collaborating, Learning and Adapting Activities --Baseline and Monitoring and Evaluating Plan for Washington Based Offices and Bureaus Doing Collaborating, Learning and Adapting Activities	

Objectives	Measures of Success	BFS and FTF	PPL	MPEP
		--Use KDMD's prior performance as quantitative baseline for activities --Complete PMP in addition to Performance Indicator Reference Sheets; Finalize PMP with COR feedback --Craft instruments to adequately capture PIs approved		

Objectives	Measures of Success	BFS and FTF	PPL	MPEP
Objective Nine: Contribute lessons learned from broader fields of knowledge management, communications, adult learning, and training.	--Roadshows attended --Audience numbers in presentations of KM practice --Instances in adoption and application of KDAD methods		--Identifying in-person engagement opportunities	--Begin discussion on DfID Market Systems Dev platform (new MOU with KDAD)
Objective Ten: Extend access to KM infrastructure, features and activities to other USAID operating units whose activities touch upon FTF to promote their development objectives (as determined by and with the KDAD COR).	--Number of USAID bureaus bought in --Percentage of FTF involved entities that contribute to KDAD --Percentage of USAID entities that contribute to KDAD	BFS --Meet with BFS to discuss updates to the program's engagement strategy	--Support the work of other KM and learning activities through collaboration --CLA STTA	
Objective Eleven: Provide logistical and other assistance for meetings/events and to aid BFS in delivering knowledge management, strategic communications and training benefits to USAID operating units and FTF partners and practitioners in the field.	--Surveys that reflect satisfaction with logistics	FTF Event support --FTF World Conference --GWU Planet Forward Forum Event management guidance BFS --Support logisitical arrangement --Provide logistical arrangements (including materials and evaluations) --GLEEs --Other events	--CLA Learning Advisors Workshop --Event support --material preparation --presentation development --talking points	Event support --Materials preparation --Document formatting --Talking points
Objective Twelve: Administer a Grants Under Contract (GUC) component.	--Compliance measures. (grantees stay in budget etc.) --GUC grantee satisfaction with logistics and program administration --Metrics pending on grants scoped	BFS --GUCs --Update grants manual		